



# City of Upland Annual Budget 2017-2018



**Upland Fire Department  
1911 – 2017**

*Thank you for 106 years of outstanding service  
to the Upland community.*



## Table of Contents

<b>City Manager’s Message .....</b>	<b>1</b>
<b>Financial Information</b>	
Budget Process .....	9
Operating and CIP Budget Calendar .....	13
Financial Policies .....	14
Budget Resolution .....	19
Appropriations Limit Resolution .....	22
Department/Fund Matrix .....	23
<b>City Profile</b>	
City Council Strategic Goals .....	24
Officials of the City of Upland.....	28
Organizational Chart .....	29
Government Finance Officers Association Award .....	30
History of Upland.....	31
City Demographics.....	32
Top 25 Sales Tax Producers.....	33
Principal Property Taxpayers .....	34
<b>Budget Summaries</b>	
Summary of Changes in Fund Balance .....	35
Schedule of Revenues by Fund and Category.....	36
Schedule of Revenue Detail by Fund .....	37
Schedule of Expenditures by Fund.....	43
Schedule of Expenditures by Fund and Category .....	44
Expenditures by Department Program .....	45
Summary of Transfers .....	47
<b>General Government .....</b>	<b>48</b>
City Council .....	49
City Treasurer.....	49
City Manager.....	50

<b>Administrative Services .....</b>	<b>55</b>
City Clerk .....	57
City Attorney .....	58
Finance .....	59
Information Systems .....	62
Human Resources .....	63
Self-Funded Insurance .....	66
Library .....	68
<b>Development Services .....</b>	<b>74</b>
Planning .....	76
Building and Safety .....	76
Weed Abatement .....	76
Economic Development .....	77
Housing .....	83
HOME Investment Partnership Program .....	85
Community Development Block Grant .....	86
Successor Agency .....	88
<b>Fire Department .....</b>	<b>92</b>
<b>Police Department .....</b>	<b>99</b>
<b>Public Works .....</b>	<b>109</b>
Engineering .....	111
Operations .....	111
Water .....	117
Solid Waste .....	121
Sewer .....	124
<b>Community Services .....</b>	<b>135</b>
Recreation .....	137
<b>Capital Improvement Program</b>	
Capital Improvement Program .....	143
Capital Improvement Projects Fiscal Year 2017-18 .....	146
Capital Improvement Project Descriptions (Fiscal Year 2017-18) .....	149



<b>2017-18 Schedule of Positions .....</b>	<b>161</b>
--	------------

**Chart of Accounts**

Fund Numbers .....	166
Division Numbers .....	168
Object Codes .....	171

**Appendix**

Glossary of Terms .....	173
List of Acronyms.....	176

(This Page Left Intentionally Blank)



**CITY MANAGER'S OFFICE**  
**Telephone (909) 931-4106**  
**Facsimile (909) 931-4107**

## **City Manager's Budget Message**

### **Honorable Mayor and Council Members:**

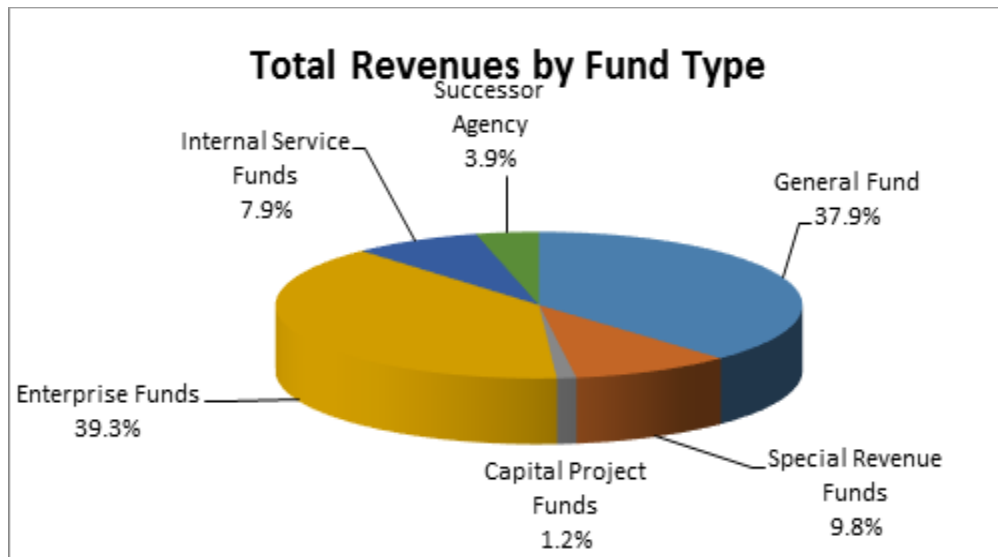
I, along with the Department Heads and staff, present to you the 2017-18 budget which represents funding for all operational and capital activities for the coming year. This spending plan ensures that existing levels of service will be maintained with total expenditures across all funds at \$125,512,528. Funding for activities supported by the General Fund are \$38,158,559. This document is in full compliance with the City's Fiscal Responsibility Act in that it is presented as balanced budget and maintains a 15% general fund reserve. However, it should be noted that ongoing concerns over the City's financial position remain a very real concern. The City's previously balanced budgets were the result of *both* increased revenues *and* cost reductions in the form of deferred maintenance, deferring long-term liabilities, insufficient levels of reserve, and reduction in workforce. It was noted in previous years that the current revenue structure will have difficulty meeting ongoing and increasing costs in future years.

In the fall of 2016, I along with several staff members, financial consultants, and a panel of dedicated community members, completed the arduous task of analyzing the City's financial position and began the development of a fiscal stability plan. In the course of completing this task, it was determined that in order to provide adequate service to the Upland community, the City lacks resources estimated in excess of \$12 million dollars. Together, with the unanimous support of Council we began making difficult decisions to close that gap. One of these decisions was to begin the process of annexing the San Bernardino County Fire Protection District (County Fire). While it doesn't close the gap, it is a very large step in a positive direction toward financial stability. There is still much work and many difficult decisions to be made to reach financial stability as an organization.

This budget was prepared with the understanding that the decision regarding annexation to County Fire would not be completed prior to the development of the budget. This budget assumes both scenarios: it is presented as though the annexation will be completed in July; however, the savings from annexation is on reserve until the decision is final. If the annexation is approved, Council will be given the opportunity to determine the use of the funds saved after all financial obligations from the annexation are satisfied.

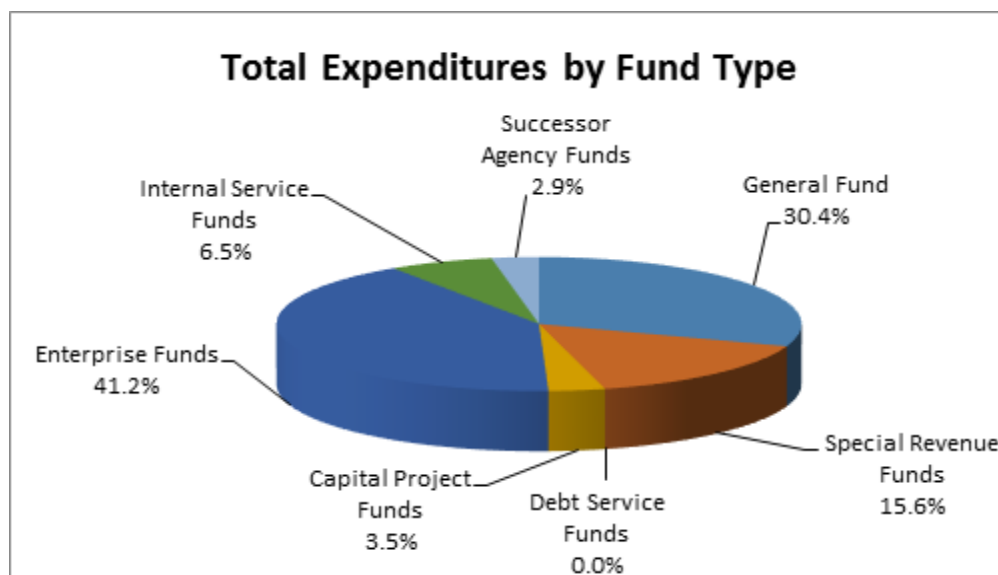
### **BUDGET OVERVIEW**

Total City operating revenues are projected to be \$101,843,195 which represents a decrease of \$4.2 million compared to the prior year. The majority of the decrease is as a result of the proposed property tax exchange for the annexation to County Fire. The funds with the highest revenues are as follows: General Fund (\$38,618,767), Water Utility Fund (\$20,150,000), Solid Waste Utility (\$10,750,860), and Sewer Utility Fund (\$9,140,400). The revenue by fund type is depicted in the following graph:



The FY 2017-18 operating expenditure budget totals \$125,512,528, including Capital Improvement Project (CIP) requests. Many funds make up the total budget amount, with one of the largest being the General Fund in the amount of \$38,158,559, or 30.4% of the organization's total. Other major fund expenditures include the Water Utility Fund (\$29,560,765), Solid Waste Utility (\$10,751,775), Sewer Utility Fund (\$11,406,954), Gas Tax Fund (\$7,633,771) and Successor Agency (\$3,651,689). In sum, appropriations reflect a total decrease of approximately \$865,956 or 0.68% from the prior year. The net decrease in expenses associated with the proposed annexation to County fire combined with increases in enterprise funds.

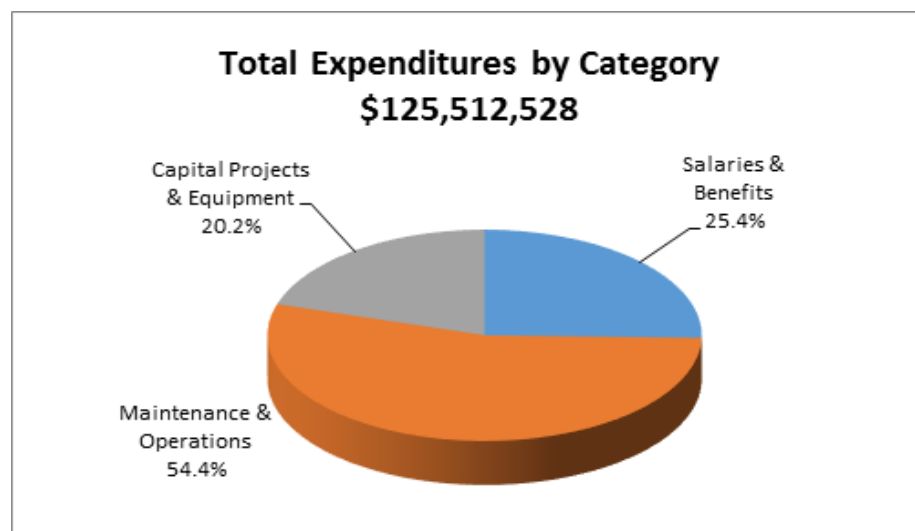
Current year operating expenditures exceed current year operating revenues by \$23.7 million due to the use of reserves. These reserves are often accumulated for specific purposes and spent when needed. The use of reserves comes from the following funds: Special Revenue Funds (\$9.6 million), Water Utility (\$9.4 million), and the Sewer Utility (\$2.0 million), Capital Project Funds (\$3.1 million), and offset by a surplus in the General Fund.



Personnel costs inclusive of all City funds are decreasing by \$7.5 million from \$39.4 million to \$31.9 million. The decrease is the net result of the proposed annexation to County Fire which may reduce the number of employees after the month of July combined with PERS employer rate increases and salary/benefit adjustments. In total, the number of authorized FTE positions remained flat at 272.50 (Fire Department staff remain authorized in this number).

Maintenance and operations appropriations are increasing from \$64.8 million to \$68.2million. The majority of this increase is due to water utility operations.

Capital Projects & Equipment appropriations are also increasing from \$21.3 million to \$25.4 million. The increase is primarily due to work on ongoing capital improvement projects along with capital improvement projects in both the water and sewer utilities.



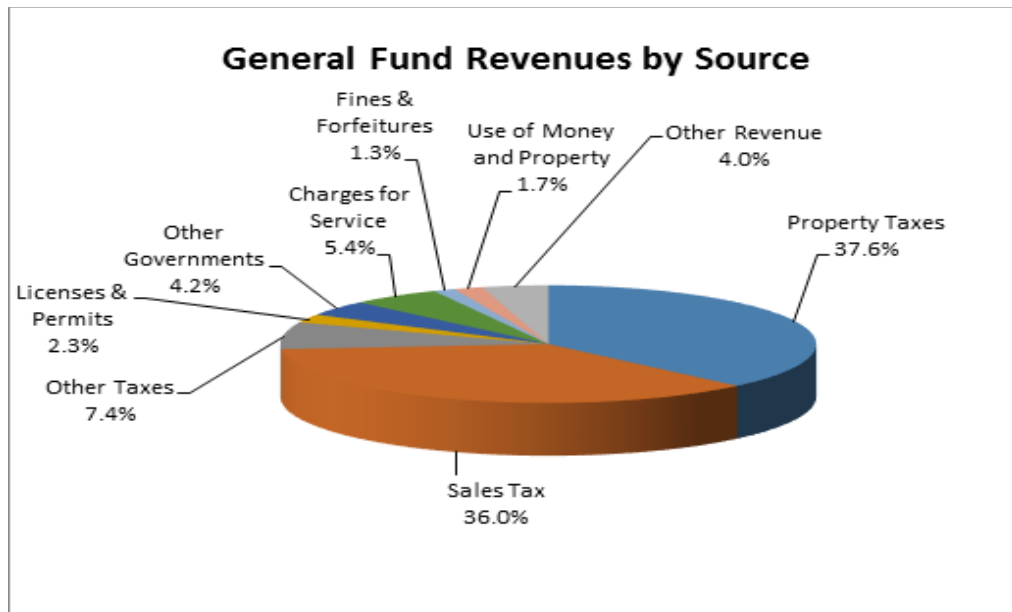
## GENERAL FUND

The General Fund ending balance is projected to be \$9,117,685 which exceeds the reserve policy limit of 15% of operating expenditures. A summary of the General Fund balance is illustrated below:

General Fund - Fund Balance		
<b>Beginning Fund Balance</b>		<b>\$8,657,477</b>
Operating:		
Revenues	38,618,767	
Expenditures	(38,158,559)	
Non-Operating:		
Transfers In	0	
Transfers Out	0	
<b>Net Change</b>		<b>460,208</b>
<b>Ending Fund Balance</b>		<b>\$9,117,685</b>

### General Fund Revenues:

Total General Fund operating revenues are projected to be \$38,618,767 a decrease of \$7.1 million from the prior year budget. The changes to the General Fund are outline below.



- Property Taxes

Property tax revenues are projected to be \$14,514,153. This estimate reflects an overall decrease of \$5,314,811 over the prior year budget and includes the proposed property tax transfer associated with the annexation to County Fire.

- Sales Taxes

Retail sales tax is showing signs of continued growth. Forecasts provided by our sales tax consultant, HdL Companies, estimate that retail sales tax revenues will be \$13,919,500, a modest increase of \$319,500 from the prior year budget.

- Investment Earnings

Interest rates have increased and Investment Earnings are forecasted at \$106,625.

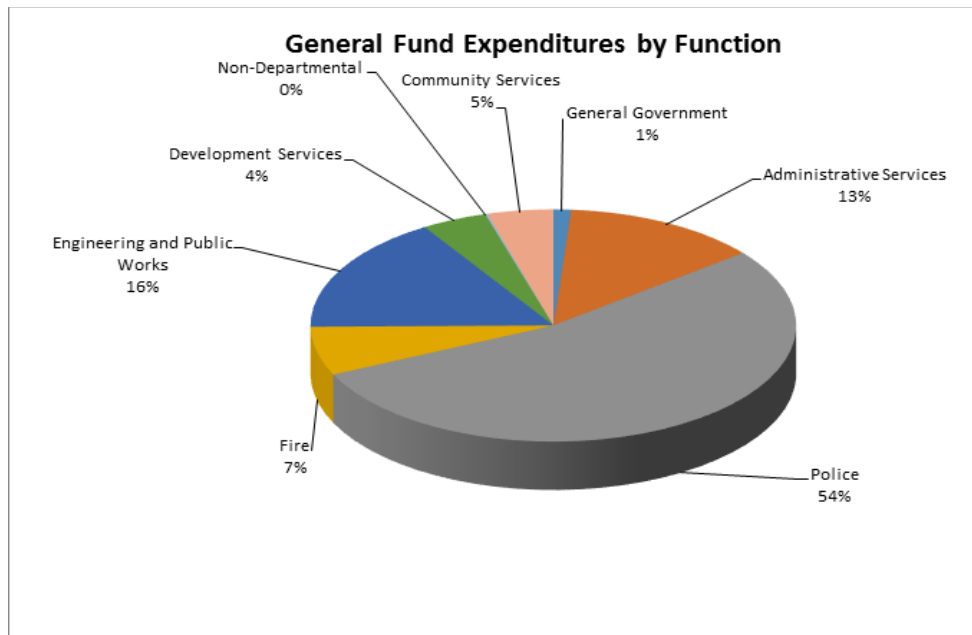
- Miscellaneous Changes

Other changes are conservatively projected to include a decrease in intergovernmental revenue (\$274,132) and a decrease of \$1.7 in charges for services due to the elimination of the Access Program and other cost recovery activities.

### General Fund Expenditures:

General Fund operating expenditures are projected to be \$38,158,559 which is reduced by \$8.5 million from than the prior year budget. The change is largely due to the proposed annexation to County Fire.





- Personnel

General Fund personnel costs are projected to total \$22.6 million, a decrease of \$7.8 million from the prior year budget. The decrease is the net result of the proposed annexation to County Fire along with increases to salaries, PERS and fringe benefits.

- Maintenance and Operations (M&O)

The maintenance and operations budget is \$15,568,339, which is a decrease of \$171,493 from the prior year. This change is net result of the proposed annexation to County Fire.

## **SPECIAL REVENUE FUNDS**

### HOUSING FUND

The Housing Division is responsible for the administration and implementation of the Low- and Moderate-Income (LMI) Housing program. Available resources provide for the development and implementation of housing programs to increase and improve or preserve affordable housing within the City's corporate limits for persons or families of low- to moderate-income. The total appropriations for the Housing Fund are \$6,135,345.

### STREET MAINTENANCE AND IMPROVEMENT FUNDS

The City receives two sources of funds for street infrastructure improvements. The Gas Tax Fund accounts for gasoline taxes received from the State of California, and the Measure I Fund accounts for revenue received from the State of California from a special 1/2% sales tax. For FY 2017-18, the total budget for street improvement projects from these sources is \$9.6 million. Some of the projects of interest include: Foothill Blvd. Rehab (Euclid to Grove), 3<sup>rd</sup> Avenue Rehab ("A" Street to 11<sup>th</sup> Street), Campus Avenue Rehab (South City limit to Foothill), 17<sup>th</sup> Street Reconstruction (San Antonio to Euclid).

### HOME/CALHOME INVESTMENT PARTNERSHIP PROGRAM

The Home Investment Partnership Program and CALHOME 2017-18 budgets are \$180,000 and \$880,600 respectively. These funds are received from the State and U.S. Housing and Urban Development Department and are used to assist limited income individuals and families in the purchase of their first home to make needed improvements and repairs.

### COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS (CDBG)

This year's CDBG program allocation totals \$594,502, of which \$118,688 is for carryover Capital Improvement projects. The recommendations for these funds have been processed and approved by the CDBG Committee, and the City Council has reviewed and supported the recommendation. These funds continue to support many important community needs that may not otherwise be possible. Programs such as Code Enforcement, Graffiti Removal, and Homeless Services are examples of how these funds directly benefit the Upland community.

### AIR QUALITY MANAGEMENT DISTRICT

This fund accounts for the receipt of funds generated by AB2766, which sets forth requirements for the reduction of air pollution from mobile sources as promulgated by the South Coast Air Quality Management District. The total appropriations are \$179,130, and total estimated revenues are \$92,675. Proposed capital improvement projects funded from accumulated fund balance are 2<sup>nd</sup> Avenue Electrical Improvements and Parking Lot Rehabilitation (1<sup>st</sup> Avenue and A Street.)

### CITIZEN'S OPTION FOR PUBLIC SAFETY (COPS)

This fund is used to account for the receipt of funds generated by AB3229 and expenditures for front-line police activity. The total appropriations are \$535,240 and total revenues are \$120,700.

## **CAPITAL PROJECT FUNDS**

Capital Project Funds include: General Capital Improvements, Park Acquisition and Development, Storm Drain Development, Street & Traffic Facility Development, General Capital Projects, and Street & Alley Repairs. The total budget is \$4,343,214. Projects of interest are: Magnolia Recreation Center Upgrades, Sports Park, Storm Drain Master Plan Improvements – Phase 1, 1-10 Interchange projects, and implementation of CAD/RMS for the Police Department. The revenues for these funds are derived from Fiscal year 2017 General Fund transfers and development impact fees and are projected to be \$1,213,409.

## **ENTERPRISE FUNDS**

### WATER UTILITY FUND

The Water Utility Fund budget includes the cost of delivering water and service to City customers and maintaining the system. Total Water Utility appropriations are \$29,560,765. Proposed capital improvement projects of interest for FY 2017-18 include: 13<sup>th</sup> Street Water Main Replacement (Euclid to Campus), 3<sup>rd</sup> Avenue Water Main Replacement (A Street to 11<sup>th</sup> Street), and 9<sup>th</sup> Street Water Main Improvements (3<sup>rd</sup> Ave. to Campus Ave.). Revenues are projected at \$20,150,000, year-end fund balance is projected to be \$186,276.

### SOLID WASTE UTILITY FUND

The Solid Waste Utility Fund budget includes the cost of providing refuse service to City customers. Revenues are projected at \$10,750,860 and appropriations and transfers out are \$11,016,775. The Solid Waste fund balance is projected to be \$201,250.

### SEWER UTILITY FUND

The Sewer Utility Fund operating budget includes the cost of providing sewer services to City customers and to maintain the system. Total appropriations are \$11,406,954, increase of \$450,750 from the prior year due to a combination of increased personnel, maintenance and operations, and capital expenditures and capital improvement projects. Significant capital improvement projects include Citywide Sewer Rehabilitation and Landfill Flare Modifications. Revenues and transfers in are projected to be \$9,405,400, leaving a year-end fund balance of \$6,053,694.

## **INTERNAL SERVICE FUNDS**

### SELF-FUNDED INSURANCE FUND

This fund contains revenues (derived from charge-outs) and expenditures of \$4,020,832, an increase of \$187,203 from the prior year budget. For FY 2017-18, Self-Funded Insurance expenses have been allocated to other funds based on a fund's percentage of salary cost.

### FLEET MANAGEMENT FUND

The Fleet Management Fund provides for the operation of the City's Fleet Management division, which accounts for repairs and routine maintenance of City vehicles. In FY 2017-18, Fleet Management expenses are projected to be at \$1,338,915, revenue is generated from charge out to other funds. The fund is projected to have a balance of \$344,093 at year-end, which will go towards the purchase of new vehicles in future years.

### INFORMATION SYSTEMS FUND

The Information Systems Fund provides for the operation of the City's Information Systems Division, including maintenance of the City's computer network and hardware infrastructure. In FY 2017-18, Information Systems expenditures are \$1,658,813, revenue of equal amount will be generated from charging other funds. The fund is projected to have a balance of \$36,703 at year-end, to be used for computer replacement in future years.

### BUILDING MAINTENANCE & OPERATIONS FUND

The Building Maintenance & Operations Fund provides for the operation of the City's Building Maintenance & Operations Division which maintains the City's facilities. In FY 2017-18, Building Maintenance & Operations revenues and expenses of \$1,094,736. The fund is projected to have a fund balance of \$230,418 at year-end.

## **LONG TERM FINANCIAL PLANNING**

The City has engaged the services of two consultants who have provided useful assessments that will assist with long-term financial planning. First, John Bartel and Associates completed a review of the unfunded pension liability and future costs of CalPERS retirement benefits. The future increases that must be addressed in the next several fiscal years is alarming; however, the City has begun to address this through a pending reorganization, the establishment of an IRS Section 115 PARS account, and long-term planning with the aid of PFM Group Consulting LLC's seven-year model.

The pending reorganization refers to the annexation of the Upland Fire Department to the San Bernardino County Fire Protection District. The annexation will eliminate the staffing of the fire department and reduce current and future Cal PERS obligations. The unfunded liability will continue to be an obligation of the City; however, the proposed annexation is intended to reduce the budget by approximately \$3.5 million dollars annually.

The Section 115 PARS account was initially funded with \$2.5 million and an additional deposit of \$1.3 million has been approved. This is a total of \$3.8 million that has been set aside to provide some "rate stabilization" or to offset the predicted increases in CalPERS costs in the next several years. The increases instituted by CalPERS are intended to correct the unfunded liability by approximately 2040 to 2045.

In 2015 the City consulted with PFM Financial Consultants to prepare a five-year fiscal projection. The PFM model showed that without any intervention, the City would begin depleting reserves by 2018. Significant progress has been made to increase financial assets and reduce costs. The current updated seven year PFM model demonstrates a stronger economic outlook through 2022. The savings from the annexation will provide some financial recovery, but the City must give serious consideration to revenue enhancement during this fiscal year to reach financial stability and provide adequate infrastructure maintenance and public safety resources.

## **CONCLUSION**

Over the last several years, balancing the budget has been challenged by matching limited resources with the departments' increasing needs. While that pattern continues to hold true, I believe the City is reaching a critical point where we must move forward or face financial collapse. This Council and staff possesses the skills and determination it takes to move the organization forward and restore Upland as a "The City of Gracious Living." How well we are able to define our strategy now will enable us to more proactively address our financial concerns and prevent the need for less desirable reactionary approaches in the future.

In closing, I would like to thank the management team for their untiring efforts at working on common goals, especially during these challenging times. It does not go unnoticed or underappreciated. I would also like to thank the finance division for their dedication to the budget process and their consistent commitment to ethical financial reporting standards. Finally, to the City Council, as individuals and collectively you do not take the responsibility of being good fiscal stewards lightly. Thank you for your confidence in me and the management team's ability to do the best for the Upland community and its constituents. We have a great opportunity if we work together to restore the Upland Pride.

Respectfully submitted,



Martin Thouvenell  
Interim City Manager

## **BUDGET PROCESS**

### **Purpose of the Budget Document**

The Budget sets forth a strategic resource allocation plan that is distinctly aligned with community goals, preferences, and needs. The Budget is a policy document, financial plan, operations guide, and communication device all in one.

The Budget:

- ◆ Determines the quality and quantity of City programs and services
- ◆ States expenditure requirements for the allocation plan and estimated available revenues to finance it
- ◆ Sets targets and provides a means of measuring accomplishments against goals, actual versus planned outcomes
- ◆ Serves as a communication device for elected officials, the public, and the City organization that promotes the City's vision and direction, fiscal health and vitality, and what the public is getting for its tax dollars.

Through the Budget document, the City demonstrates its accountability to its residents, customers, and community.

### **The Relationship Between the Operating Budget and Capital Improvement Program**

The Budget document is comprised of both the Annual Operating Budget and the Capital Budget. The development of the two budgets, however, takes place on two separate, albeit interrelated, tracks.

The Operating Budget is the complete budget used to finance all day-to-day operations and obligations of the City. The budget includes general government administration and operations, debt service, capital expenditures, and transfer payments for a particular fiscal year. The funding for this budget is derived from taxes, fees, licenses, fines, and inter-governmental revenues (state and federal).

The Capital Improvement Program (CIP) is a multi-year instrument that drives the identification, evaluation, and financing of capital infrastructure that is in need of renovation, repair and/or construction. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers, water main and sewer system replacement. The CIP relates these capital project needs to the financial sources that will support their realization and the timeframe in which both the financial and work will take place. Capital improvement projects typically carry considerable future impact, meaning, they have a life span of at least five years or more. They are usually financed over a longer period of time, in effect spreading the cost of the project across a generation of users.

## **Guide to the Budget**

The City of Upland's fiscal year begins each July 1<sup>st</sup> and concludes on June 30<sup>th</sup>. The development of the annual budget is comprised of distinct phases. First, the City Council identifies the priority service requirements for the community, during the Strategic Goals workshop. Second, is the planning and assessment that includes both strategic plan development and data gathering, such as performance measurement information. A select group of performance measures used in the development process are featured in the budget document.

The budget kickoff begins in mid-January at a meeting to which the City Manager, Finance staff, and all Department Heads and their budget staff attend. The City Manager briefs the participants on policy directives and general budgeting guidelines and Finance staff follows with a discussion on the technical and procedural aspects of preparing the budget. Departments have approximately two months to prepare their budgets.

Subsequent to budget submittals, the City Manager, Finance staff, and Department Heads hold meetings to discuss proposed budgets. Participants discuss the budget, including reductions or other significant changes, goals and objectives, and performance measures.

Once the City Manager reviews have taken place and all departmental budget issues are resolved, the Finance staff prepares the preliminary budget. The Finance Officer presents the proposed budget at a special meeting. Following the Committee review, the Finance Officer presents the proposed budget to the City Council, at which time the City Manager will recommend to the City Council the adoption of the budget with any necessary revisions made between the time of publication of the preliminary budget and the date of adoption.

The budget plays a crucial role in communicating to elected officials, City employees, and the public the City's plans for the use of its resources. Budgets are complex documents that can be difficult to grasp at first hand. Although the City has made every effort to make the document as easy to navigate as possible, some discussion as to how the book is organized is deemed warranted. This section provides the reader with some basic understanding of the constituent components of a budget document.

## **Organization of the Budget Document**

The Budget document is comprised of the following sections:

### City Manager's Budget Message

The City Manager's Budget Message is a transmittal letter addressed to the Mayor and City Council that introduces the FY 2017-18 annual budget. The Budget Message outlines the organizing principles of the budget and the assumptions on which the budget was developed. The City Manager's Budget Message aims to provide the reader with highlights of the operating and capital budgets, and sufficient context to understand how and why the budgetary changes occurred between fiscal years.



## Financial and Budgetary Policies

This section provides the reader an understanding of the City's financial policies and budgetary practices. It describes the purpose of the budget, its development, reading the budget, and the financial and operational policies followed in the budget development and planning process. Additionally, this section includes the resolutions for the appropriations limit and adoption of the budget and a matrix illustrating department/fund relationships.

## General Information

The City Profile provides a snapshot of the City for which the Budget has been developed. The purpose of this section is to give the reader an at-a-glance look at the City's organizational structure, demographic data, and other statistics.

## Budget Summaries

The budget summaries section is the nuts and bolts of the Budget. It provides the following information: Summary of Changes in Fund Balance, Schedule of Revenues by Fund and Category, Schedule of Revenue Detail by Fund, Schedule of Expenditures by Fund, Schedule of Expenditures by Fund and Category, Expenditures by Department Program and the Summary of Transfers.

## Department Summaries

The Department Summaries contain detailed budget information for the basic organizational units of the City, its departments. Each department summary presents the following information:

- ◆ Mission Statement - Each department has formulated a mission statement that presents the “what, for whom, and why” the department exists.
- ◆ Expenditures by Category - The table and graph provide information on budgeted expenditures organized by the following categories: personnel, maintenance and operations, capital outlay and capital improvement projects.
- ◆ Expenditures by Funding Source - The table and graph provide information on the funding sources for the budgeted expenditures.
- ◆ Goals and Objectives - Departments are comprised of smaller organizational units that allow the department to attain its mission.
- ◆ Performance Measurements - Each department has established performance measures for assessing progress made toward achieving goals. These measures are used during the budget process to ascertain program performance, workload, and future targets.
- ◆ Major Accomplishments - This section lists a department's achievements over the past fiscal year.

- ◆ Expenditure Summary by Division – This section lists the various divisions and related expenditure which make up the department.
- ◆ Expenditure Summary by Object Code – This table provides line-item budgetary detail for the department.

### Capital Improvement Program

This section looks at the City's capital improvement program, funding sources, project highlights, and the specific projects for which funds are allocated for the budget year.

### Schedule of Positions

The Schedule of Positions section includes the titles of the Full Time Equivalent (FTE) positions authorized for each department. A comparative table that provides four years of data is also presented in this section.

### Chart of Accounts

This section provides a list of the City's funds, divisions and object codes.

### Glossary of Terms

Budget documents may be difficult to read and may contain terms unfamiliar to the reader. This section covers key terms used throughout the budget document and in the budgeting process in general.

### List of Acronyms

A list of acronyms used throughout the budget document is included.

**City of Upland  
Operating and CIP Budget Calendar  
Fiscal Year 2017-18**

<b>Date</b>	<b>Day</b>	<b>Responsibility</b>	<b>Action</b>
<b>February 16, 2017</b>	Thursday	Finance	Salary and benefit worksheets are distributed to Department Heads.
<b>March 2, 2017</b>	Thursday	City Manager, Deputy City Manager and Finance	Budget kickoff meeting with City Manager, Deputy City Manager and Department Heads. Budget worksheets and instructions are distributed to Department Heads.
<b>March 2, 2017</b>	Thursday	Departments	Departments submit personnel allocations and new position/reclassification requests to Finance.
<b>March 13, 2017</b>	Monday	Departments	Departments submit CIP and New Vehicle Purchase requests to Public Works.
<b>March 23, 2017</b>	Thursday	Departments	Departments submit FY 2016-17 expenditure/revenue projections, FY 2017-18 proposed expenditure budget and revenue estimates.
<b>March 23, 2017</b>	Thursday	Public Works	Public Works Department submits Capital Improvement Project budget.
<b>March 27 - April 13, 2017</b>		Finance	Finance prepares <b>First Draft</b> of budget summaries.
<b>April 6, 2017</b>	Thursday	Departments	Departments submit narratives, goals and objectives, performance measures and major accomplishments.
<b>April 17 - 20, 2017</b>		City Manager, Deputy City Manager, Finance and Departments	<b>First Round</b> - City Manager, Deputy City Manager, Finance Manager and staff members assigned with budget preparation meet with Departments to review revenues and operating and capital improvement project budgets.
<b>April 27, 2017</b>	Thursday	Finance	Finance completes a <b>Second Draft</b> of the budget document and submits budget summaries to the Departments for review.
<b>May 1 - 4, 2017</b>		City Manager, Deputy City Manager, Finance and Departments	<b>Second Round</b> - City Manager, Deputy City Manager, Finance Manager and staff members assigned with budget preparation meet with Departments to review revenues and operating and capital improvement project budgets.
<b>May 1, 2017</b>	Monday	Departments	Departmental Powerpoint slides due for the budget presentation.
<b>May 8, 2017</b>	Monday	City Manager, Deputy City Manager, Finance and Departments	Practice Workshop FY 2017-18 Proposed Budget.
<b>May 23, 2017</b>	Tuesday	City Manager, Deputy City Manager, Finance and Departments	Council Workshop FY 2017-18 Proposed.
<b>June 12, 2017</b>	Monday	City Manager, Deputy City Manager, Finance and Departments	Council Workshop FY 2017-18 Proposed.
<b>June 26, 2017</b>	Monday	Finance	Proposed budget presented to the City Council for formal adoption of the Fiscal Year 2017-18 Budget and Appropriations Limit.

## **FINANCIAL POLICIES**

The City of Upland was incorporated on May 15, 1906, under the general laws of the State of California and enjoys all the rights and privileges pertaining to “General Law” cities. The City is governed by an elected five-member board. Included within the financial reporting entity of the City are the Successor Agency to the Upland Community Redevelopment Agency and the Upland Public Financing Authority.

### **Basis of Accounting and Budgeting**

The City’s accounting system is organized on a fund basis. Each fund is a separate accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund equity, revenues, and expenditures. The funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Governmental funds are classified into three broad categories: governmental (general, special, debt service, and capital improvement projects), proprietary, and fiduciary funds. Governmental funds include activities usually associated with typical or local government operations. Proprietary funds are financed and operated in a manner similar to private business enterprises, where the intent is to recover the cost of providing goods and services from user charges. Fiduciary funds are utilized in situations where the government is acting in a fiduciary capacity as a trustee or agent.

The City’s accounting and budgeting systems are in compliance with the Generally Accepted Accounting Principles (GAAP). This means that the modified accrual basis of accounting is used for governmental fund types and that the accrual basis of accounting is used for proprietary fund types. These funds are described as follows:

#### ***General Fund***

The General Fund is the City’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund. The General Fund finances basic services to residents, including police, fire, library, and recreation.

#### ***Special Revenue Funds***

Housing - This fund accounts for the housing activities of the City that were previously accounted for in the redevelopment agency low and moderate income housing fund.

SB509 Public Safety Augmentation - This fund accounts for the half-cent sales tax enacted by Proposition 172 and SB509. Funds are used to cover operational expenditures of the Police Department.

Gas Tax - This fund accounts for State gasoline taxes received by the City. These funds may be used for street maintenance, right-of-way acquisition, and street construction. Gas Tax funds are used for capital projects established within the Gas Tax Fund.

Measure I - This fund accounts for revenues which were approved by the San Bernardino County voters in a General Election authorizing a one-half percent (1/2%) sales tax on all retail transaction within the incorporated and unincorporated territory of the County of San Bernardino for a period not to exceed twenty years, proceeds of which are to be solely for county-wide transportation improvements and traffic management programs.

Home/CalHome Investment Partnership Program - These funds account for housing rehab grants from the California Department of Housing and Community Development. These grants are then loaned to local citizens for single-family home rehabilitation, neighborhood restoration, first-time homebuyers, tenant based assistance and rental rehabilitation programs.

Community Development Block Grant (CDBG) - This fund accounts for receipt and disbursement of the Upland Community Development Block Grant Program of the United States Department of Housing and Urban Development. Program accountability follows the guidelines of Office Management and Budget Circulars A102 and A87.

Parking Business Improvement Area (PBIA) - This fund accounts for revenues received from an additional levy on the general business license tax imposed on businesses to be used for the acquisition, construction and maintenance of parking facilities for the benefit of the area.

Air Quality Management District - This fund was established to account for the receipt and disbursement of funds generated by Assembly Bill 2766 which sets forth requirements for reduction of air pollution from mobile sources as promulgated by the South Coast Air Quality Management District (SCAQMD).

Proposition 30 - This fund accounts for the financial activity related to the City's share of Proposition 30/SB109 monies to provide local law enforcement with a portion of a State income tax increase to be utilized for costs associated with parolees and probationers.

Citizen's Option for Public Safety (COPS) - This fund is used to account for the receipt of funds generated by AB3299 and expenditures for front-line police activity.

### ***Debt Service Funds***

Upland Public Financing Authority - The Upland Public Financing Authority is a joint exercise of powers under the laws of the State of California, authorized to issue bonds under the Mello-Roos Local Bond Pooling Act of 1985 (Article 1 through 4, Section 6500, Chapter 5, Division 7, Title 1 of the State of California Government Code). The City of Upland and the Successor Agency (formerly known as Upland Community Redevelopment Agency) formed the Financing Authority by execution of a joint exercise of powers agreement to provide financing by agreements and loans to the Agency for various project purposes.

### ***Capital Projects Funds***

Capital projects funds are established to account for acquisition and construction of capital facilities other than those financed by proprietary funds.

General Capital Improvements - This fund was established under the provision of Section 53731 of the Government Code and Section 3.44.050 of the Upland Municipal Code to account for projects of general nature which are supported by available General Funds, Special Revenue Funds, or Development Impact Fees from new development.

Park Acquisition and Development - This fund accounts for all revenue from the Dwelling Unit Construction Tax, in accordance with Section 3.44.020 of the Upland Municipal Code which must be used for the acquisition and development of park facilities within the City of Upland.

Storm Drain Development - This fund, established by Section 3.44.040 of the Upland Municipal Code, is used to account for the revenues received from fees on various building permits which are set aside to provide for the creation of a storm drain system in cooperation with the other governmental entities in the surrounding area.

Street and Traffic Facility Development - This fund is supplementary to the Gas Tax and Public Transportation Funds. This fund was established under Upland Municipal Code Section 3.44.030 to provide for improved quality of street and traffic facilities in the City. The revenue source of this fund is from a fee on building permits.

### ***Proprietary Funds and Fiduciary Funds***

Proprietary fund revenues and expenses are budgeted and recognized on the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned and measurable. Expenses are recognized in the period incurred, if measurable.

Fiduciary or private-purpose trust funds are reported using the economic resources measurement focus and the accrual basis of accounting.

Successor Agency - This fund handles all aspects of the Successor Agency to the Upland Community Redevelopment Agency, including but not limited to the accumulation and disbursement of monies to meet debt service requirements.

### ***Enterprise Funds***

Water Utility - This fund accounts for the sale of water to Upland's citizens and businesses and also records expenditures for water capital improvement projects.

Solid Waste Utility - This fund accounts for the refuse pick-up services provided by private contract including billing and collection for commercial customers. Residential billing and collection is accomplished by City staff. Activities include recycling and green waste programs.

Sewer Utility - This fund records all City sewer service transactions and includes the additional services of street cleaning, tree trimming, storm drain maintenance and NPDES programs.



### ***Internal Service Funds***

Self-funded Insurance - This fund accounts for self-funded insurance. City Departments are charged for the services provided or benefits received from this fund.

Fleet Management - This fund provides for the operation of the City's Fleet Management Division, which accounts for repairs and routine maintenance of City vehicles.

Information Systems - This fund provides for the operation of the City's Information Systems Division, including maintenance of the City's computer network and hardware infrastructure.

Building Maintenance & Operations - This fund provides for the operation of the City's Building Maintenance & Operations Division which maintains the City's facilities.

### **Budgetary Control and Policies**

Budgetary control is exercised by (1) the annual budget adoption by the City Council (2) formal budgetary integration within the accounting system (3) the mid-year review presented to the City Council in February (4) the encumbrance of estimated purchase/contract amounts prior to the release of purchase orders to vendors (5) properly and adequately documented City Council approved budget adjustments to appropriation and revenue estimates (6) monthly review of departmental expenditure reports comparing budget to actual amounts and (7) the established review process of carry-overs in which departments are requested to submit justification and funding sources for unencumbered, budgeted amounts requested for carryover. The final list of continued operations becomes part of the City's annual budget.

The City Council approves each year's budget submitted by the City Manager prior to the beginning of the fiscal year. Public meetings are conducted prior to the adoption by City Council. It is the City Council's goal to adopt an annual balanced budget, a budget in which current revenues equal recurring expenditures. The City Manager has authority to adjust the amounts appropriated between the funds and activities of a fund, provided, however, that the total appropriations for each fund may not exceed the amounts provided in the budget resolution. The City Manager is also authorized to approve continuing appropriations at year-end for capital improvement projects and other expenditures previously approved by the City Council.

### **Cash and Investment Policies**

The City's cash and investments are reported at fair value. Changes in fair value that occur during a fiscal year are recognized as interest revenue reported for that fiscal year. Interest revenue includes interest earnings, changes in fair value, and any gains or losses realized upon the liquidation or sale of investments.

Cash accounts of all funds are pooled for investment purposes to enhance safety and liquidity while maximizing interest earnings. Interest revenue earned by the pooled investments is allocated to the various funds based on each fund's average monthly cash and investment balance.

## Reserve Policy

In order to prudently protect the fiscal solvency of the City, it is important to maintain some minimum level of reserves. Reserves are important in order to mitigate the negative impact to revenues from economic fluctuations, to fund unforeseen expenditure requirements, to provide a minimum level of cash investment interest revenue, and to avoid the need to borrow for cash management purposes. The General Fund Reserve is currently at the reserve policy requirement of 15% of operating expenditures.

## Capital Assets

Capital assets (including infrastructure) greater than \$5,000 are capitalized and recorded at cost or at the estimated fair value of the assets at the time of acquisition where complete historical records have not been maintained. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Capital assets include public domain (infrastructure) general fixed assets consisting of certain improvements including roads, curbs and gutters, streets and sidewalks, medians, sewers and storm drains.

## Debt Management

The California Constitution requires that long-term debt pledged by the full faith and credit of the City can only be approved by voter referendum. Currently, the City does not have any general obligation debt. However, per State of California statute, the City's debt limit is set at 15% of total assessed valuation for purposes of City taxation for all the real and personal property within the city.

### Legal Debt Margin Calculation for Fiscal Year 2015-16

Assessed Valuation	\$8,067,152,634
Debit Limit (15% of assessed value)	1,210,072,895
Debt applicable to limit:	
General obligation bonds	<u>                    -</u>
Total net debt applicable to limit	\$ <u>                    -</u>
Legal debt margin	<u>\$1,210,072,895</u>

RESOLUTION NO. 6407

A RESOLUTION OF THE CITY COUNCIL ADOPTING THE FISCAL YEAR  
2017-18 ANNUAL BUDGET

Intent of the Parties and Findings:

(i) The City Manager has caused a budget document to be prepared and presented to the City Council covering the Fiscal Year July 1, 2017 through June 30, 2018; and

(ii) This budget document has been placed on file in the office of the City Clerk and made available for public examination; and

NOW, THEREFORE, the Upland City Council hereby finds, determines and resolves as follows:

Section 1. The City Council hereby adopts the Fiscal Year 2017-18 Annual Budget.

Section 2. The following funds and appropriations, therefore, are hereby authorized for the fiscal year beginning July 1, 2017:

General Fund	\$38,158,559
Housing Fund	6,135,345
Public Safety Augmentation Fund	780,995
Gas Tax	7,633,771
Measure I	2,012,182
HOME Investment Partnership Program	180,000
Community Development Block Grant	594,502
Parking Business Improvement Area	146,000
Air Quality Management District	179,130
Homeland Security Grant – Police	17,028
Prop 30	140,000
COPS	535,240
Office of Traffic Safety	215,731
Local Law Enforcement Block Grant	23,752
Asset Forfeiture Fund	120,000
CalHOME Program	880,600
General Capital Improvements	519,811
Park Acquisition & Development	250,547
Storm Drain Development	241,561
Street & Traffic Safety Development	1,937,374
General Capital Projects	800,000
Street & Alley Repairs	593,921
Water Utility	29,560,765
Solid Waste Utility	11,016,775

Sewer Utility	11,406,954
Self-Funded Insurance	4,020,832
Fleet Management	1,338,915
Information Systems	1,658,813
Building Maintenance & Operations	1,094,736
Successor Agency Housing	<u>3,651,689</u>
Total	<u>\$125,845,528</u>

Section 3. The City Manager is hereby authorized to make expenditures, including capital outlay items, provided for in said budget.

Section 4. The City Manager is hereby authorized to increase appropriations in those instances where there is an offsetting source of revenue such as when money has been received or put on deposit with the City.

Section 5. The City Manager is hereby authorized to approve continuing appropriations for capital improvement projects and other expenditures approved by the City Council but not yet expended prior to July 1, 2017.

Section 6. The City Manager is hereby authorized to redistribute allocated budgeted amounts within or between departments.

Section 7. The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED, ADOPTED AND APPROVED this 26<sup>th</sup> day of June, 2017.



Debbie Stone, Mayor

I, Jeannette Vagnozzi, City Clerk of the City of Upland, do hereby certify that the foregoing Resolution was passed and adopted at a regular meeting of the City Council of the City of Upland held on the 26th day of June, 2017, by the following vote:

AYES: Mayor Stone, Councilmembers Filippi, Robinson, Timm  
NOES: Councilmember Elliott  
ABSENT: None  
ABSTAINED: None

ATTEST:



Jeannette Vagnozzi, City Clerk

**RESOLUTION NO. 6405**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF UPLAND  
ESTABLISHING THE APPROPRIATIONS LIMIT FOR THE CITY OF  
UPLAND FOR FISCAL YEAR 2017-18**

**Intent of the Parties and Findings:**

(i) Section 1.5 of Article XIII B of the constitution of the State of California imposes upon units of State and Local Government the obligation to limit each fiscal year's appropriations of the proceeds of taxes to the amount of such appropriations in Fiscal Year 1986-87 as adjusted for changes in cost of living and population; and

(ii) Section 7910 of the Government Code of the State of California directs the governing body of each local jurisdiction to establish its appropriation limit by resolution each year; and

(iii) The Finance Officer of the City of Upland has determined the City's appropriations limit for Fiscal Year 2017-18 in accordance with said provisions of the Constitution and laws of the State of California and the documentation used in said determination is available in the Finance Division of the City of Upland.

NOW, THEREFORE, the Upland City Council hereby finds, determines and resolves as follows:

Section 1. Calculation of said limit for the City shall be determined by (1) Using the California Per Capita Income and the population growth of San Bernardino County, both as determined by the California Department of Finance; and (2) Based upon the above said factors, the appropriations limit of the City of Upland for the Fiscal Year 2017-18 is hereby found and determined to be \$83,462,722.

Section 2. Certification. The City Clerk of the City of Upland shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED, APPROVED and ADOPTED this 26<sup>th</sup> day of June, 2017.

  
Debbie Stone, Mayor

I, Jeannette Vagnozzi, City Clerk of the City of Upland, do hereby certify that the foregoing Resolution was adopted at a regular meeting of the City Council held on the 26<sup>th</sup> day of June, 2017, by the following vote:

AYES: Mayor Stone, Councilmembers Filippi, Elliott, Robinson, Timm  
NOES: None  
ABSENT: None  
ABSTAINED: None

ATTEST:

  
Jeannette Vagnozzi, City Clerk

**City of Upland  
Appropriations Limit Calculation  
Fiscal Year 2017-18**

**Part I - Calculation of Appropriations Limit**

Appropriations Limit - Fiscal Year 2016-17:	\$	79,571,667
---	----	------------

Change in Per Capita Personal Income (3.69%)	1.0369	(a)
--	--------	-----

Change in County Population (1.16%):	1.0116	(a)
--------------------------------------	--------	-----

Calculation of Growth Factor (1.0369 x 1.0116)		1.0489
--	--	--------

<b>Appropriations Limit - Fiscal Year 2017-18:</b>	<b>\$</b>	<b>83,462,722</b>
--	-----------	-------------------

**Part II - Appropriations Subject to the Limit**

Proceeds from Taxes from Schedule B:	\$	31,867,236
--------------------------------------	----	------------

Less: Debt Service Payments		-
-----------------------------	--	---

<b>Total Appropriations Subject to the Limit</b>	<b>\$</b>	<b>31,867,236</b>
--	-----------	-------------------

**Part III - Calculation of Appropriations Over/Under the Limit**

Appropriations Limit - Fiscal Year 2017-18:	\$	83,462,722
---	----	------------

Less: Appropriations Subject to Limitation		(31,867,236)
--	--	--------------

<b>Total Appropriations Under the Limit</b>	<b>\$</b>	<b>51,595,486</b>
---	-----------	-------------------

---

<sup>(a)</sup> Source: State of California, Department of Finance, Price and Population Information, May 2017



Department / Fund Matrix	General Government	Administrative Services	Community Services	Development Services	Fire	Police	Public Works
General Fund	✓	✓	✓	✓	✓	✓	✓
Housing Fund				✓			
Public Safety Augmentation Fund						✓	
Gas Tax Fund							✓
Measure I Fund							✓
HOME Investment Partnership Fund				✓			
Community Development Block Grant Fund				✓			
Parking Business Improvement Area Fund				✓			
Air Quality Management District Fund		✓					
Homeland Security Grants Fund - PD						✓	
Prop 30 Fund						✓	
COPS Fund						✓	
Other Grants Fund		✓					
Office of Traffic Safety Fund						✓	
Local Law Enforcement Block Grant Fund						✓	
Asset Forfeiture Fund						✓	
Homeland Security Grants Fund - Fire					✓		
CalHOME Fund				✓			
Public Financing Authority Fund		✓					
General Capital Improvements Fund							✓
Park Acquisition & Development Fund							✓
Storm Drain Development Fund							✓
Street & Traffic Facility Development Fund							✓
Water Utility Fund							✓
Solid Waste Utility Fund							✓
Sewer Utility Fund							✓
Self-Funded Liability Insurance Fund		✓					
Fleet Management Fund Fund							✓
Information Systems Fund		✓					
Building Maintenance & Ops Fund							✓
Successor Agency Fund				✓			

(This Page Left Intentionally Blank)

## **City of Upland Strategic Goals**

**In the past, the City has relied on various tools to identify strategic goals for the City. The following goals have been established to meet the needs of the community:**

- ◆ **Responsive Leadership**

To enhance the public's confidence in the City's current leadership, both elected and staff, by fostering public and private partnerships.

- ◆ **Sense of Community**

To ensure an excellent quality of life by facilitating continuous, open dialogue with the City's civic, non-profit, and faith-based organizations, the business community, residents and local government.

- ◆ **Community Oriented Public Safety**

To assure residents and their families will be safe in their homes and in their neighborhoods, as well as provide basic instructions on disaster protection and preparation for their family and property.

- ◆ **Economic and Workforce Development**

To be an even more economically vibrant and diverse City that is a vital commercial and cultural crossroads between the greater Los Angeles Area and the Inland Empire, while attracting creative professionals and the cutting edge organizations wishing to employ them.

- ◆ **Historic Preservation and Enhancement**

To enhance Historic Downtown Upland as the heart of the community where pedestrians enjoy charming shops, restaurants and cultural arts attractions.

- ◆ **Improvement of City Infrastructure**

To maintain and manage streets, sidewalks, sewers, parks and public facilities with emphasis on the revitalization of the Foothill Corridor and Historic Downtown Upland.

Departmental goals and objectives are updated annually and are included in the Operating Budget, listed by division within each department. The following is a listing of Fiscal Year 2017-18 goals and objectives, as they relate to the City's long-term strategic goals.

## **Responsive Leadership**

- ◆ Continue managing the City's resources in a conservative, fiscally responsible manner while maintaining a General Fund reserve of 15% of the current operating budget, for economic uncertainty and unforeseen expenditure requirements.
- ◆ Continue work on the City's General Plan, which sets forth a long-term comprehensive plan for the physical development of the City.

## **Sense of Community**

- ◆ Improve City communication by producing the Upland Today newsletter and City website upgrades such that communication is found to be core in our service to Upland residents and business owners.
- ◆ Continue to nurture and promote public communications and engagement by maintaining open government ideals and developing programs/projects that support the constant pursuit of excellence in municipal services, as well as model public sector status.

## **Community Oriented Public Safety**

- ◆ To promote fire and life safety in the community by making fire and life safety educational presentations at public and private schools, businesses and community service group meetings.
- ◆ To have well-trained disaster response employees by providing training on the Incident Command System and Emergency Operations Center functions so that a course of action to respond to, contain, control, and recover from an emergency is coordinated efficiently.
- ◆ Promote the safe movement of vehicles and pedestrians throughout the City by educating the motoring public and by enforcing traffic laws to reduce motor vehicle collisions.
- ◆ To protect the community from gang activity and graffiti by participating in regional enforcement of gang and graffiti violations, the Graffiti Reward Program, a graffiti/tagger database, proactive gang enforcement, and by participating in countywide SMASH operations.
- ◆ To keep pace, through ongoing training, with the technological advances in computers, servers and telecommunications devices such as smart phones.
- ◆ To operate the Animal Services Shelter such that public safety and welfare is upheld and animal adoptions are increased, as well as enhancing the service level of animal services in Upland.

- ◆ Provide the best emergency medical support system to Upland residents and visitors by providing the most up to date medical equipment and training so that morbidity and mortality may be reduced, including air medical transport for trauma and critically ill patients.

### **Economic and Workforce Development**

- ◆ Market the following programs designed to retain and attract retail businesses within Upland: Commercial Rehabilitation Program, Restaurant Attraction/Incentive Program, Downtown Anti-Graffiti Film Program, and Downtown Surveillance Camera Program.
- ◆ Acquire property in the downtown area for the purpose of assembling land for development.
- ◆ Strengthen relationships with the County of San Bernardino Economic Development Agency and other regional agencies to encourage economic growth by raising public awareness of existing business and employment resources to promote job creation and retention.
- ◆ Explore and assist in the facilitation of building and site reuse opportunities to accommodate evolving retail trends and the reuse and/or expansion of existing retail spaces.

### **Historic Preservation and Enhancement**

- ◆ Continue to market the Historical Home Rehabilitation Program.
- ◆ Update the Historic Preservation Survey, and develop policies and implementation strategies in conjunction with the comprehensive General Plan Update.
- ◆ Continue to acquire key commercial properties in Downtown to facilitate development of mixed-use development, including public parking.
- ◆ Continue implementation of the Downtown Specific Plan by facilitating development opportunities within the plan area.

### **Improvement of City Infrastructure**

- ◆ Ensure an attractive and well maintained City by providing parks and recreational facilities that are kept in good condition and are fully functional, and ensuring that recreational facilities are in compliance with ADA guidelines.

- ◆ Continue to seek opportunities to develop all or a portion of the City-owned open space located at Baseline and the 210 Freeway.
- ◆ To maintain the established asset protection and management plan that ensures infrastructure is effectively renewed, replaced, and maintained.
- ◆ To ensure City compliance with federal and state regulations pertaining to storm water and the area-wide National Pollutant Discharge Elimination System (NPDES).
- ◆ To complete the following major Capital Improvement Projects:
  1. Mountain Avenue Water Main Replacement and Street Rehabilitation (9<sup>th</sup> Street to Foothill Blvd.)
  2. Mountain Avenue Water Main Replacement and Street Rehabilitation (16<sup>th</sup> Street to 19<sup>th</sup> Street)
  3. Foothill Boulevard Rehabilitation (Campus Avenue to Grove Avenue)
  4. 13<sup>th</sup> Street Water Main Replacement and Street Reconstruction (Euclid Avenue to Campus Avenue)
  5. 14<sup>th</sup> Street Water Main Replacement and Street Reconstruction (Euclid Avenue to Campus Avenue)
  6. 22<sup>nd</sup> Street Water Main Replacement and Street Reconstruction (Mountain Avenue to Euclid Avenue)
  7. Arrow Highway Water Main Replacement and Street Reconstruction (Mountain Avenue to San Antonio Avenue)
  8. Citywide and CDBG Concrete Repairs
  9. Citywide Pavement Slurry Seal
  10. Citywide Sewer Rehabilitation

## **Officials of the City of Upland**

### **Elected Officials**

**Debbie Stone, Mayor**

**Gino L. Filippe**

**Janice Elliot**

**Sid Robinson**

**Carol Timm**

**Mayor Pro Tem**

**Councilmember**

**Councilmember**

**Councilmember**

**Larry Kinley**

**City Treasurer**

### **Executive Staff**

**Martin Thouvenell, Interim City Manager**

**Jeannette Vagnozzi, Deputy City Manager**

**Vacant**

**Jeff Zwack**

**Rosemary Hoerning**

**Brian Johnson**

**Vacant**

**James L. Markman**

**Community Services Director**

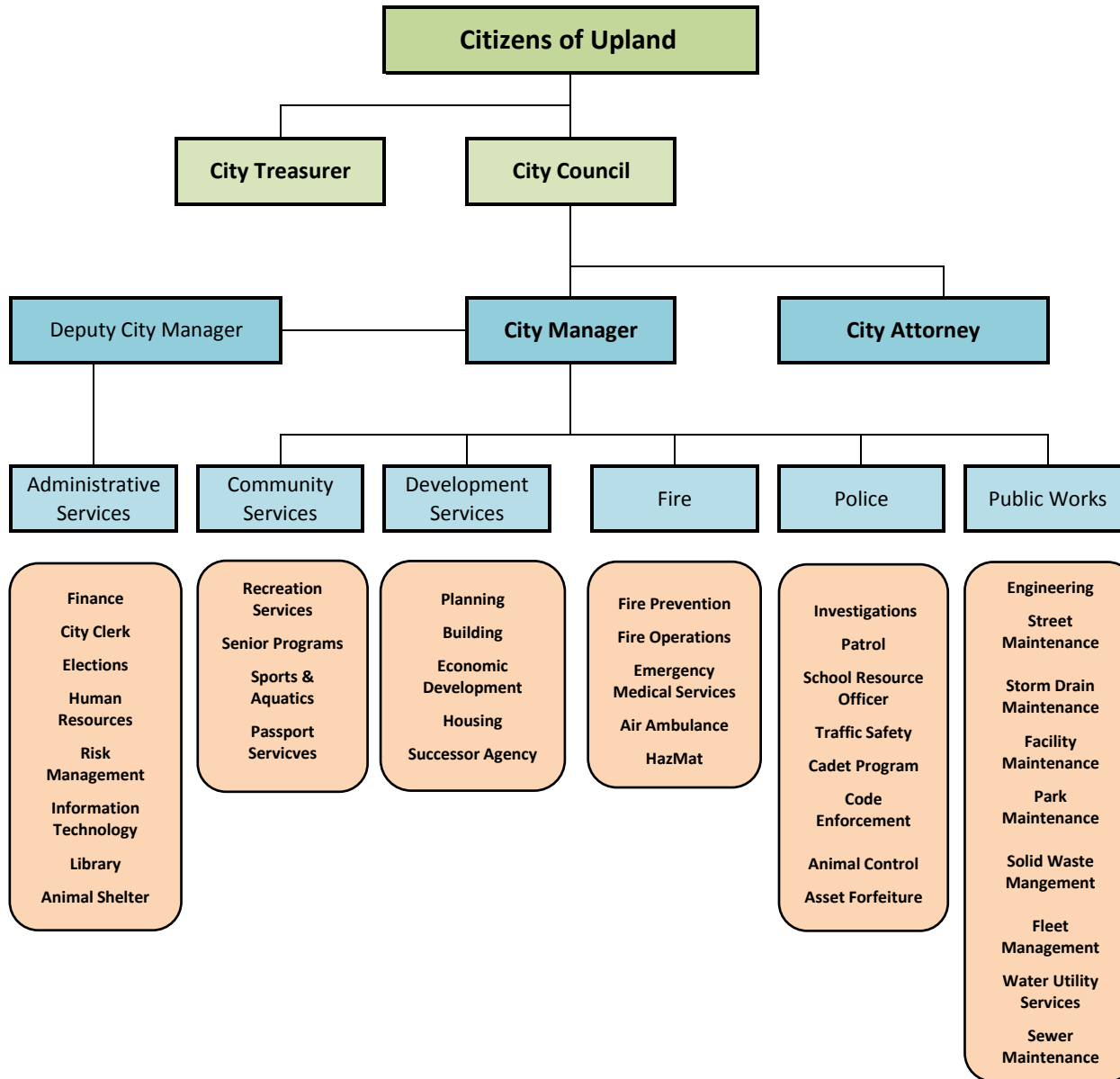
**Development Services Director**

**Public Works Director**

**Police Chief**

**Fire Chief**

**City Attorney**







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Upland  
California**

For the Fiscal Year Beginning

**July 1, 2016**

*Jeffrey R. Emswiler*

Executive Director

## History of Upland

In 1882, George Chaffey arrived in Upland, and shortly after engineered the historic Euclid Avenue. Euclid Avenue was designed to be 200 feet wide, with a spacious median, and various tree species lining the thoroughfare. Chaffey also developed a water system for the area that depended on gravity flow from the canyons of the San Gabriel Mountains to the valley below. With access to a reliable source of water, lemon grower associations were started. According to sources of the day, oranges and lemons from the Upland groves were always met with a great amount of satisfaction with buyers in the East.

In 1897, citrus grower Charles D. Adams suggested the name “Upland” for a new citrus association proposed in the rich farm area. Adams offered the name of Upland – indicating its location uphill from its more established neighbor, Ontario. It was at that time that 1,000 or so residents persuaded the San Bernardino County Board of Supervisors to rename the community.

Incorporation had not yet come for Upland by the time she received her new name and in the next few years Ontario made moves to push its boundaries northward. Upland residents could not bear to think of their railroad station and post office being within Ontario’s boundaries. In early 1906, a committee was named to appear before the Board of Supervisors and request an incorporation election. At the conclusion of that session, the Board declared the election for incorporation should take place. On May 5, 1906, Upland voters approved cityhood.

The City of Upland is situated on the western border of San Bernardino County, bordered by the cities of Claremont, Montclair, Ontario and Rancho Cucamonga. Upland, known as the "City of Gracious Living", is nestled at the base of the San Gabriel Mountains and encompasses 15.3 square miles. It has an estimated population of 75,774 as of 2015.

Upland is a general law city with a Council-Manager form of government. The City provides a wide range of traditional municipal and public enterprise services.

### Services Provided by the City Of Upland

#### Municipal Services

General Administrative Support  
Highways and Streets  
Planning and Zoning  
Police and Fire Protection  
Library and Animal Services  
Recreation and Parks  
Housing and Community Development  
Public Improvements

#### Public Enterprise Services

Water Utility  
Solid Waste Utility  
Sewer Utility

City of Upland  
City Demographics

Community Profile		City Services	
Date of Incorporation	May 15, 1906	Fire Protection	
		Stations	5
Form of Government	General Law	Sworn Firefighters	40
		Total Fire Department Employees	49
Population	76,684		
		Police Protection	
Number of City Employees	272.5	Patrol Units	23
		Motorcycles	4
Employees per capita	1 per 281 residents	Sworn Officers	75
		Total Police Department Employees	106.0
Area in Square Miles	15.3		
		Library	
Average Elevation	1,328 feet	Facilities	1
		Volumes	97,259
Average Temperature	66.5 F	Current Periodical & Serial Subscriptions	43
Average Rainfall	15.04 inches	Audio-visual items	4,736
		Registered patrons	69,936
Number of Public Schools	14		
		Recreation	
Miles of City Streets	209.20	Buildings	4
		Parks	13
Miles of State Highways	6.7	Soccer fields (lighted)	6
		Baseball fields (lighted)	8
Miles of Sewer Lines	228.00	Softball fields (lighted)	3
Miles of Water Mains	243.70		

City of Upland  
Top 25 Sales Tax Producers

<u>Business Name</u>	<u>Business Category</u>
AT&T Mobility	Electronics/Appliance Stores
Bed Bath & Beyond	Home Furnishings
Campus Arco Am/Pm	Service Stations
Chevron	Service Stations
Circle K	Service Stations
Dick's Sporting Goods	Sporting Goods/Bike Stores
Euclid Arco	Service Stations
Ford of Upland	New Motor Vehicle Dealers
Holliday Rock	Contractors
Home Depot	Lumber/Building Materials
Kohls	Department Stores
Lowe's	Lumber/Building Materials
Marshalls	Family Apparel
Mountain View Chevrolet	New Motor Vehicle Dealers
Nordstrom Rack	Department Stores
Stater Bros	Grocery Stores Liquor
Stellar Industrial Supply	Light Industrial/Printers
Target	Discount Dept Stores
Tesoro Refining & Marketing	Service Stations
TJ Maxx	Family Apparel
Toys R Us	Specialty Stores
Verizon Wireless	Electronics/Appliance Stores
Vons	Grocery Stores Liquor
Vons Gasoline Sales	Service Stations
Walmart	Discount Dept Stores

City of Upland  
Principal Property Taxpayers

For the Fiscal Year Ending June 30, 2016			
Taxpayer	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Colonies-Pacific LLC	\$ 140,017,686	1	1.79%
College Park Apartment Homes LP	56,636,090	2	0.72%
MG Stoneridge Village Grove LLC	42,839,161	3	0.55%
Rancho Monte Vista Apartment Homes	41,380,083	4	0.53%
CT Retail Properties Finance II LLC	39,933,460	5	0.51%
WNG Mountain Springs GP	36,532,291	6	0.47%
College Business Park LLC	34,726,001	7	0.44%
Dee Matreyek Kurth Non ExemptTrust	33,597,673	8	0.43%
NU-168 Apartments LLC	32,611,513	9	0.42%
Bre Paragon MF Alvista Portofino	27,228,209	10	0.35%
Totals	<u>\$ 485,502,167</u>		<u>6.21%</u>

Source: HdL Coren & Cone

(This Page Left Intentionally Blank)

# 2017-2018 SUMMARY OF CHANGES IN FUND BALANCE

Fund No.		Estimated Fund Balance (Unreserved) 7/1/17	2017-2018 Estimated Revenue	Transfers In	Available Sources	2017-2018 Operating Expenditures	Transfers Out	Total Uses	Change in Fund Balance	Fund Balance 6/30/18
101	<b>General Fund - Estimated Unreserved</b>	8,657,477	38,618,767	-	38,618,767	38,158,559	-	38,158,559	460,208	9,117,685
		<b>8,657,477</b>	<b>38,618,767</b>	<b>-</b>	<b>38,618,767</b>	<b>38,158,559</b>	<b>-</b>	<b>38,158,559</b>	<b>460,208</b>	<b>9,117,685</b>
201	Housing	5,761,805	3,548,905	-	3,548,905	6,135,345	-	6,135,345	(2,586,440)	3,175,365
203	Public Safety Augmentation	-	780,995	-	780,995	780,995	-	780,995	-	-
204	Gas Tax	6,373,292	2,144,722	-	2,144,722	7,633,771	-	7,633,771	(5,489,049)	884,243
205	Measure I	2,317,828	1,321,067	-	1,321,067	2,012,182	-	2,012,182	(691,115)	1,626,713
208	HOME Investment Partnership Program	807,165	102,000	-	102,000	180,000	-	180,000	(78,000)	729,165
209	Community Development Block Grant	24,628	636,769	-	636,769	594,502	-	594,502	42,267	66,895
210	Parking Business Improvement Area	102,150	43,850	-	43,850	146,000	-	146,000	(102,150)	-
211	Air Quality Management District	106,387	92,675	-	92,675	111,130	68,000	179,130	(86,455)	19,932
214	Homeland Security Grants - Police	-	17,028	-	17,028	17,028	-	17,028	-	-
215	Prop 30	78,651	75,500	-	75,500	140,000	-	140,000	(64,500)	14,151
216	COPS	415,240	120,700	-	120,700	535,240	-	535,240	(414,540)	700
217	Other Grants	7,185	-	-	-	-	-	-	-	7,185
218	Office of Traffic Safety*	-	215,731	-	215,731	215,731	-	215,731	-	-
219	Local Law Enforcement Block Grant	38,504	-	-	-	23,752	-	23,752	(23,752)	14,752
220	Asset Forfeiture	60,531	122,000	-	122,000	120,000	-	120,000	2,000	62,531
222	CalHOME	187,466	767,100	-	767,100	880,600	-	880,600	(113,500)	73,966
	<b>Total Special Revenue Funds</b>	16,280,832	9,989,042	-	9,989,042	19,526,276	68,000	19,594,276	(9,605,234)	6,675,598
420	General Capital Improvements	613,542	124,000	-	124,000	519,811	-	519,811	(395,811)	217,731
421	Park Acquisition & Development	3,637,963	472,500	-	472,500	250,547	-	250,547	221,953	3,859,916
422	Storm Drain Development	1,679,832	271,929	-	271,929	241,561	-	241,561	30,368	1,710,200
423	Street & Traffic Facility Development	1,901,036	140,500	-	140,500	1,937,374	-	1,937,374	(1,796,874)	104,162
425	General Capital Projects	800,000	-	-	-	800,000	-	800,000	(800,000)	-
426	Street & Alley Repairs	599,974	204,480	-	204,480	593,921	-	593,921	(389,441)	210,533
	<b>Total Capital Project Funds</b>	9,232,347	1,213,409	-	1,213,409	4,343,214	-	4,343,214	(3,129,805)	6,102,542
640	Water Utility	9,597,041	20,150,000	-	20,150,000	29,560,765	-	29,560,765	(9,410,765)	186,276
641	Solid Waste Utility	467,165	10,750,860	-	10,750,860	10,751,775	265,000	11,016,775	(265,915)	201,250
645	Environmental Enterprise	8,055,248	9,140,400	265,000	9,405,400	11,406,954	-	11,406,954	(2,001,554)	6,053,694
	<b>Total Enterprise Funds</b>	18,119,454	40,041,260	265,000	40,306,260	51,719,494	265,000	51,984,494	(11,678,234)	6,441,220
751	Self-Funded Liability Insurance	(10,956,047)	4,020,832	-	4,020,832	4,020,832	-	4,020,832	-	(10,956,047)
752	Vehicle Replacement Fund	344,093	1,270,915	68,000	1,338,915	1,338,915	-	1,338,915	-	344,093
753	Information Systems	36,703	1,658,813	-	1,658,813	1,658,813	-	1,658,813	-	36,703
754	Building Maintenance & Operations	230,418	1,094,736	-	1,094,736	1,094,736	-	1,094,736	-	230,418
	<b>Total Internal Service Fund</b>	(10,344,833)	8,045,296	68,000	8,113,296	8,113,296	-	8,113,296	-	(10,344,833)
805	Successor Agency Housing	(22,802,366)	3,935,421	-	3,935,421	3,651,689	-	3,651,689	283,732	(22,518,634)
	<b>Total Private Purpose Trust Fund</b>	(22,802,366)	3,935,421	-	3,935,421	3,651,689	-	3,651,689	283,732	(22,518,634)
<b>Grand Total</b>		<b>\$ 19,142,911</b>	<b>\$ 101,843,195</b>	<b>\$ 333,000</b>	<b>\$ 102,176,195</b>	<b>\$ 125,512,528</b>	<b>\$ 333,000</b>	<b>\$ 125,845,528</b>	<b>\$ (23,669,333)</b>	<b>\$ (4,526,422)</b>

# 2017-2018 SCHEDULE OF REVENUES BY FUND & CATEGORY

		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>General Fund</b>		<b>\$ 49,206,146</b>	<b>\$ 46,906,870</b>	<b>\$ 45,790,570</b>	<b>\$ 45,559,392</b>	<b>\$ 38,618,767</b>
201	Housing	\$ 3,380,414	\$ 3,480,793	\$ 3,358,905	\$ 3,358,905	\$ 3,548,905
203	Public Safety Augmentation Fund	821,319	829,924	801,000	801,000	780,995
204	Gas Tax	2,125,630	1,618,443	1,552,744	1,552,744	2,144,722
205	Measure I	2,025,467	1,230,768	1,001,400	1,001,400	1,321,067
208	HOME Investment Partnership Program	374,763	185,199	116,000	116,000	102,000
209	Community Development Block Grant	358,886	200,127	812,909	812,909	636,769
210	Parking Business Improvement Area	43,701	43,777	40,000	60,000	43,850
211	Air Quality Management District	93,557	96,808	92,400	92,400	92,675
214	Homeland Security Grants-PD	34,391	20,372	-	17,028	17,028
215	Prop 30	110,759	55,890	75,000	75,000	75,500
216	COPS	127,051	18,903	105,645	233,588	120,700
217	Other Grants	59,521	5,491	-	59,378	-
218	Office of Traffic Safety	60,205	67,871	118,450	237,851	215,731
219	Local Law Enforcement Block Grant	6,937	3,566	-	37,743	-
220	Asset Forfeiture	21,692	12,152	40,000	40,000	122,000
221	Homeland Security Grants-Fire	15,398	703	-	16,877	-
222	CalHOME	424,278	14,708	826,600	826,600	767,100
	<b>Total Special Revenue Funds</b>	<b>\$ 10,083,969</b>	<b>\$ 7,885,495</b>	<b>\$ 8,941,053</b>	<b>\$ 9,339,423</b>	<b>\$ 9,989,042</b>
301	Public Financing Authority	\$ 71	\$ 144	\$ -	\$ -	\$ -
	<b>Total Debt Service Fund</b>	<b>\$ 71</b>	<b>\$ 144</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
420	General Capital Improvements	\$ 239,166	\$ 241,953	\$ 270,000	\$ 270,000	\$ 124,000
421	Park Acquisition & Development	1,057,943	1,068,916	600,000	600,000	472,500
422	Storm Drain Development	338,323	346,504	215,018	215,018	271,929
423	Street & Traffic Facility Development	165,497	392,342	270,000	270,000	140,500
426	Street & Alley Repairs	200,004	201,565	204,484	204,484	204,480
	<b>Total Capital Project Funds</b>	<b>\$ 2,000,933</b>	<b>\$ 2,251,280</b>	<b>\$ 1,559,502</b>	<b>\$ 1,559,502</b>	<b>\$ 1,213,409</b>
640	Water Utility	\$ 22,746,828	\$ 18,660,266	\$ 19,592,922	\$ 19,598,388	\$ 20,150,000
641	Solid Waste Utility	10,394,070	10,579,484	10,290,780	10,310,768	10,750,860
645	Solid Waste Utility	7,283,208	8,140,492	8,762,100	8,762,100	9,140,400
	<b>Total Enterprise Funds</b>	<b>\$ 40,424,106</b>	<b>\$ 37,380,242</b>	<b>\$ 38,645,802</b>	<b>\$ 38,671,256</b>	<b>\$ 40,041,260</b>
751	Self-Funded Insurance	\$ 3,656,199	\$ 3,762,875	\$ 3,833,629	\$ 3,833,629	\$ 4,020,832
752	Fleet Management	522,531	777,093	804,038	804,038	1,270,915
753	Information Systems	1,945,376	1,408,993	1,469,197	1,528,376	1,658,813
754	Building Maintenance & Operations	609,933	731,067	1,099,650	1,099,650	1,094,736
	<b>Total Internal Service Funds</b>	<b>\$ 6,734,039</b>	<b>\$ 6,680,028</b>	<b>\$ 7,206,514</b>	<b>\$ 7,265,693</b>	<b>\$ 8,045,296</b>
805	Successor Agency	\$ 2,907,736	\$ 3,619,991	\$ 3,549,773	\$ 3,549,773	\$ 3,935,421
	<b>Total Private Purpose Trust Fund</b>	<b>\$ 2,907,736</b>	<b>\$ 3,619,991</b>	<b>\$ 3,549,773</b>	<b>\$ 3,549,773</b>	<b>\$ 3,935,421</b>
	<b>Grand Total</b>	<b>\$ 111,357,000</b>	<b>\$ 104,724,050</b>	<b>\$ 105,693,214</b>	<b>\$ 105,945,039</b>	<b>\$ 101,843,195</b>



**2017-2018 SCHEDULE OF REVENUE DETAIL BY FUND**

		2014-15	2015-16	2016-17	2016-17	2017-18
		Actual	Actual	Adopted	Amended	Adopted
<b>General Fund</b>						
4001	Current Secured Tax	10,678,048	11,088,167	11,967,771	11,967,771	5,955,817
4001	Property Tax (In-Lieu)	6,197,150	6,688,748	6,959,643	6,959,643	7,280,670
4002	Current Unsecured Tax	456,230	441,156	440,000	440,000	449,979
4003	Aircraft Taxes	51,593	50,640	50,000	50,000	37,057
4004	Prior Year Collections	612,982	582,093	400,000	400,000	669,244
4005	Current Supplemental	131,198	107,397	25,000	25,000	109,917
4006	Homeowner Property Tax Relief	133,902	131,942	132,000	132,000	134,581
4009	Weed Abatement Assessment	27,939	41,493	28,050	28,050	50,388
4010	SB2557 Property Tax Admin Fee	(154,164)	(141,425)	(173,500)	(173,500)	(173,500)
<b>Revenue from Property Tax</b>		<b>18,134,878</b>	<b>18,990,211</b>	<b>19,828,964</b>	<b>19,828,964</b>	<b>14,514,153</b>
4101	Sales and Use Tax	9,287,590	11,310,710	13,600,000	13,622,588	13,919,500
4101	Sales and Use Tax (In-Lieu)	3,189,717	2,599,199	-	-	-
4102	Business License Tax	994,195	873,568	850,000	850,000	873,500
4103	Rock Extraction Tax	247,316	257,766	240,000	240,000	242,049
4104	Transient Occupancy Tax	151,204	159,859	150,000	150,000	155,531
4105	Real Property Transfer Tax	320,725	410,959	325,000	325,000	345,000
4110	Disability Access Fee	4,063	3,628	5,000	5,000	5,000
4121	Franchise Tax	1,270,508	1,264,970	1,230,000	1,230,000	1,230,000
4125	PEG Fees	137,939	-	-	-	-
<b>Revenue from Other Taxes</b>		<b>15,603,257</b>	<b>16,880,659</b>	<b>16,400,000</b>	<b>16,422,588</b>	<b>16,770,580</b>
4201	Building Permits	529,301	525,150	467,500	467,500	570,300
4202	Plumbing Permits	94,588	163,789	82,500	82,500	24,700
4203	Electrical Permits	109,549	118,339	93,500	93,500	17,160
4204	Heating & Cooling Permits	64,694	69,751	69,300	69,300	30,080
4205	Public Works Construction Permits	36,530	54,486	49,500	49,500	50,000
4206	Grading Permits	1,681	2,173	2,420	2,420	2,420
4207	Wall Permits	13,512	20,012	19,800	19,800	14,000
4208	Roofing Permits	61,678	106,988	49,500	49,500	41,640
4210	Sanitary Sewer Permits - City	-	1,561	-	-	-
4215	Other Permits	1,820	4,266	7,700	7,700	7,700
4216	Bicycle Licenses	96	34	66	66	50
4217	Animal Licenses	203,611	175,302	220,000	220,000	130,021
4222	Yard Sale Permits	4,461	5,592	4,400	4,400	4,300
4223	Alarm Permits	-	15	-	-	-
4224	Gun Licenses	1,515	156	-	-	-
<b>Revenue from Licenses &amp; Permits</b>		<b>\$ 1,123,036</b>	<b>\$ 1,247,614</b>	<b>\$ 1,066,186</b>	<b>\$ 1,066,186</b>	<b>\$ 892,371</b>
4401	Trailer Coach in Lieu Tax	178,649	190,959	175,000	175,000	180,000
4402	State Mandated Costs	642,546	207,770	100,000	100,000	55,000
4403	Motor Vehicle in Lieu Tax	31,189	30,579	30,000	30,000	30,000
4421	Police Officer Standard Training	18,884	2,103	-	-	-
4429	Fair Share Allocation	1,547,865	1,454,392	1,575,000	1,575,000	1,341,800
4482	State Literacy Program	24,717	29,425	28,000	28,000	27,068
<b>Revenue from Other Governments</b>		<b>\$ 2,443,850</b>	<b>\$ 1,915,228</b>	<b>\$ 1,908,000</b>	<b>\$ 1,908,000</b>	<b>\$ 1,633,868</b>
4601	Finance Department Fees	20,629	32,014	20,000	20,000	20,000
4602	City Clerk Fees	7,532	2,288	1,000	1,000	2,000
4603	Damage to City Property	22,192	11,108	-	10,258	-
4611	Planning - Department Fees	111,032	182,549	120,000	120,000	120,000
4612	Planning - Map and Check Fees	-	4,836	80,000	80,000	-
4613	Planning - Deposit Fees	63,321	114,284	155,000	353,318	250,000
4614	Building - Plan Check Fees	176,191	134,967	143,000	143,000	307,100
4615	Building - Department Fees	6,492	248	550	550	1,200
4616	Building - Special Inspection Fees	518	-	-	-	4,400
4617	Economic Development Fees	11,528	-	-	-	-
4622	Police - Department Fees	182,629	118,169	23,000	23,000	107,000
4623	Police - Special Service Fees	28,764	19,090	23,000	23,000	30,332
4624	Animal Services - Animal Impounds	23,150	29,535	29,000	29,000	17,047
4625	Animal Services - Animal Adoptions	39,165	37,279	-	-	-
4626	Police - 30 Day Vehicle Impound Fee	369,579	317,644	260,000	260,000	280,000
4627	Police - School Resources Officer	61,351	53,847	52,976	52,976	52,976
4628	Police - Emergency Response	7,261	3,345	-	-	279
4629	Animal Services - Spay/Neuter Fees	90,387	87,505	-	-	-

**2017-2018 SCHEDULE OF REVENUE DETAIL BY FUND**

		2014-15	2015-16	2016-17	2016-17	2017-18
		Actual	Actual	Adopted	Amended	Adopted
<b>General Fund, Continued</b>						
4630	Animal Services - Animal Control Fees	10,420	9,810	10,000	10,000	1,323
4631	Animal Service- Store Sales	1,938	1,141	-	-	-
4635	Fire - Department Fees	195,976	242,220	100,000	100,000	8,000
4638	Fire - Emergency Response	13,940	9,012	11,830	11,830	-
4640	Fire - Permit Fees	93,041	58,561	95,000	95,000	4,000
4641	Fire - Air Ambulance	1,437,610	1,492,192	1,525,210	1,525,210	119,800
4642	Fire Merger Reimbursement	151,697	187,113	140,000	140,000	-
4645	Public Works - Department Fees	163,289	86,383	68,000	93,920	70,000
4646	Public Works - Engr Map & Plan Check Fees	224,862	159,958	105,000	127,738	80,000
4655	Recreation - Recreation Program Fees	6,740	13,071	13,000	13,000	26,000
4656	Recreation - Youth Sports	83,669	86,735	84,000	84,000	79,500
4657	Recreation - User Fees	287,337	264,315	305,000	305,000	300,000
4658	Recreation - Special Events	63,129	38,293	46,500	47,000	46,250
4659	Senior Center Program Fees	6,778	9,222	6,000	6,000	6,000
4660	Youth Partnership Program	28,960	26,970	40,000	40,000	40,000
4661	ACCESS Program	491,510	511,551	511,500	-	-
4665	Library - Photocopy Revenue	7,089	8,637	7,000	7,000	7,000
4666	Library - Audio/Visual Fees	3,669	-	-	-	-
4667	Landecena - Program Fees	720	1,635	1,000	1,000	4,000
4668	Library - Department Fees	61	-	-	-	-
4679	Library - Passport Services	34,130	25,992	29,450	29,450	20,000
4680	User Dept- OPEB	71,647	81,934	86,031	86,031	80,198
<b>Revenue from Charges for Service</b>		<b>\$ 4,599,933</b>	<b>\$ 4,463,453</b>	<b>\$ 4,092,047</b>	<b>\$ 3,838,281</b>	<b>\$ 2,084,405</b>
4701	Non-Vehicle Code Fines	761	12,634	1,000	1,000	1,000
4702	Vehicle Code Fines	274,606	137,886	156,000	156,000	196,370
4703	Red Light Code Fines	20,095	64,138	-	-	12,248
4704	Muni-Code- Code Enforcement Fines	21,465	54,958	20,000	20,000	39,600
4705	Muni Code- Animal Fines	22,215	21,320	25,000	25,000	13,387
4706	Muni Code- Parking Citation Fines	57,720	67,068	40,000	40,000	42,567
4707	Muni Code- Business License Fines	73,174	85,552	50,000	50,000	75,000
4708	Muni Code- False Alarm Fines	102,828	121,961	110,000	110,000	96,633
4709	Muni Code- Library Fines	31,645	28,900	32,000	32,000	32,000
<b>Revenue from Fines &amp; Forfeitures</b>		<b>\$ 604,509</b>	<b>\$ 594,417</b>	<b>\$ 434,000</b>	<b>\$ 434,000</b>	<b>\$ 508,805</b>
4801	Interest Earnings	34,887	89,417	30,000	30,000	106,625
4802	Lease of City Property	436,934	424,355	453,560	453,560	491,016
4803	Rents - Recreation	32,076	42,548	35,000	35,000	32,000
4804	Rents - Park Sites	43,608	49,604	42,000	42,000	40,000
4807	Rents - Library	7,430	3,525	6,000	6,000	6,000
4811	Non Residential Fee- Rotary Field	596	-	-	-	-
4814	City Stop Sales	107	-	-	-	-
4901	Sale of Assets	-	1,600	-	-	-
<b>Revenue from Use of Money &amp; Property</b>		<b>\$ 555,638</b>	<b>\$ 611,049</b>	<b>\$ 566,560</b>	<b>\$ 566,560</b>	<b>\$ 675,641</b>
4902	Lease Proceeds	174,000	273,207	-	-	-
4904	Donations - General	19,146	33,493	-	-	-
4906	Donation - Library/Literacy	8,820	-	-	-	-
4908	Miscellaneous Reimbursements	4,235,365	360,002	24,400	24,400	25,000
4909	Other Revenue	108,366	22,830	-	-	-
4910	Water - Administrative Service Fee	1,058,902	946,400	901,380	901,380	938,990
4911	Solid Waste - Administrative Service Fee	335,418	338,483	329,305	329,305	345,000
4912	Sewer - Administrative Service Fee	172,756	200,409	207,528	207,528	217,069
4913	Cash- Over/ Short	1	6	-	-	-
4915	Donations - Animal	21,868	16,186	25,000	25,000	805
4916	Misc. Reimbursements - Animal Services	6,403	3,223	7,200	7,200	180
4917	Litigation Reimbursement	-	10,000	-	-	-
4918	CFD - Administrative Fee	-	-	-	-	11,900
<b>Other Revenue</b>		<b>\$ 6,141,045</b>	<b>\$ 2,204,239</b>	<b>\$ 1,494,813</b>	<b>\$ 1,494,813</b>	<b>\$ 1,538,944</b>
<b>Total General Fund</b>		<b>\$ 49,206,146</b>	<b>\$ 46,906,870</b>	<b>\$ 45,790,570</b>	<b>\$ 45,559,392</b>	<b>\$ 38,618,767</b>
<b>Housing Fund</b>						
4801	Interest Income	14,984	18,225	3,000	3,000	18,000
4805	Rents - Apartments	3,317,756	3,436,549	3,305,905	3,305,905	3,505,905
4908	Miscellaneous Reimbursements	3,240	1,890	-	-	-
4909	Other Revenue	44,434	24,129	50,000	50,000	25,000
<b>Total Housing Fund</b>		<b>\$ 3,380,414</b>	<b>\$ 3,480,793</b>	<b>\$ 3,358,905</b>	<b>\$ 3,358,905</b>	<b>\$ 3,548,905</b>

**2017-2018 SCHEDULE OF REVENUE DETAIL BY FUND**

	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>Public Safety Augmentation Fund</b>					
4106 Sales Tax- Prop 172	821,317	829,897	801,000	801,000	780,968
4801 Interest Income	2	27	-	-	27
<b>Total Public Safety Augmentation Fund</b>	<b>\$ 821,319</b>	<b>\$ 829,924</b>	<b>\$ 801,000</b>	<b>\$ 801,000</b>	<b>\$ 780,995</b>
<b>Gas Tax Fund</b>					
4450 Gas Tax Apportionment 2107.5	15,000	7,500	7,500	7,500	7,500
4451 Gas Tax Apportionment 2106	282,710	262,453	235,842	235,842	270,799
4452 Gas Tax Apportionment 2107	577,862	518,820	657,309	657,309	568,955
4453 Gas Tax Apportionment 2105	449,401	424,829	473,340	473,340	440,417
4456 Gas Tax Apportionment 2103	782,837	346,873	178,753	178,753	303,383
4457 Gas Tax Apportionment 2030	-	-	-	-	436,968
4458 Gas Tax Apportionment - Loan Repayment	-	-	-	-	86,700
4801 Interest Income	17,820	30,007	-	-	30,000
4908 Miscellaneous Reimbursements	-	27,786	-	-	-
4909 Other Revenue	-	175	-	-	-
<b>Total Gas Tax Fund</b>	<b>\$ 2,125,630</b>	<b>\$ 1,618,443</b>	<b>\$ 1,552,744</b>	<b>\$ 1,552,744</b>	<b>\$ 2,144,722</b>
<b>Measure I Fund</b>					
4501 Measure I Apportionment	1,197,866	1,219,641	1,000,000	1,000,000	1,309,940
4801 Interest Income	5,971	11,127	1,000	1,000	11,127
4908 Miscellaneous Reimbursements	820,895	-	-	-	-
4909 Other Revenue	735	-	400	400	-
<b>Total Measure I Fund</b>	<b>\$ 2,025,467</b>	<b>\$ 1,230,768</b>	<b>\$ 1,001,400</b>	<b>\$ 1,001,400</b>	<b>\$ 1,321,067</b>
<b>HOME Investment Partnership Program Fund</b>					
4801 Interest Income	2,342	3,583	-	-	2,000
4909 Other Revenue	344,547	-	-	-	-
4921 Program Income- Admin 10%	27,874	10,405	60,600	60,600	10,000
4923 Program Income Revenue- HIP	-	99,299	30,400	30,400	65,000
4924 Program Income Revenue- FTHB	-	61,869	25,000	25,000	25,000
4925 Program Income Revenue - Rental Rehab	-	10,043	-	-	-
<b>Total HOME Fund</b>	<b>\$ 374,763</b>	<b>\$ 185,199</b>	<b>\$ 116,000</b>	<b>\$ 116,000</b>	<b>\$ 102,000</b>
<b>Community Development Block Grant Fund</b>					
4310 CDBG Apportionment	358,875	200,090	812,909	812,909	636,769
4801 Interest Income	11	2	-	-	-
4909 Other Revenue	-	35	-	-	-
<b>Total Community Development Block Grant Fund</b>	<b>\$ 358,886</b>	<b>\$ 200,127</b>	<b>\$ 812,909</b>	<b>\$ 812,909</b>	<b>\$ 636,769</b>
<b>Parking Business Improvement Area Fund</b>					
4108 Park & Bus Imp Tax- Zone A	32,870	36,638	31,000	31,000	36,500
4109 Park & Bus Imp Tax- Zone B	10,591	6,698	9,000	9,000	7,000
4801 Interest Earnings	240	441	-	-	350
4909 Other Revenue	-	-	-	20,000	-
<b>Total Parking Business Improvement Area Fund</b>	<b>\$ 43,701</b>	<b>\$ 43,777</b>	<b>\$ 40,000</b>	<b>\$ 60,000</b>	<b>\$ 43,850</b>
<b>Air Quality Management District Fund</b>					
4502 Motor Vehicle AB2766 Fees	93,236	96,425	92,400	92,400	92,400
4801 Interest Income	321	383	-	-	275
<b>Total Air Quality Management District Fund</b>	<b>\$ 93,557</b>	<b>\$ 96,808</b>	<b>\$ 92,400</b>	<b>\$ 92,400</b>	<b>\$ 92,675</b>
<b>Homeland Security Grants Fund - PD</b>					
4340 Homeland Security Grant- 2013	34,391	-	-	-	-
4341 Homeland Security Grant- 2014	-	20,372	-	-	-
4342 Homeland Security Grant- 2015	-	-	-	17,028	17,028
<b>Total Homeland Security Grants Fund - PD</b>	<b>\$ 34,391</b>	<b>\$ 20,372</b>	<b>\$ -</b>	<b>\$ 17,028</b>	<b>\$ 17,028</b>
<b>Proposition 30 Fund</b>					
4420 Proposition 30 Allocation	110,429	55,215	75,000	75,000	75,000
4801 Interest Income	330	675	-	-	500
<b>Total Proposition 30 Fund</b>	<b>\$ 110,759</b>	<b>\$ 55,890</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,500</b>
<b>COPS Fund</b>					
4323 COPS Allocation	-	-	-	-	-
4423 COPS	126,150	17,348	105,645	233,588	120,000
4427 Homeland Security Grants- PD	-	-	-	-	-
4428 911 Grant	-	-	-	-	-
4801 Interest Income	901	1,555	-	-	700
<b>Total COPS Fund</b>	<b>\$ 127,051</b>	<b>\$ 18,903</b>	<b>\$ 105,645</b>	<b>\$ 233,588</b>	<b>\$ 120,700</b>

**2017-2018 SCHEDULE OF REVENUE DETAIL BY FUND**

	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>Other Grants Fund</b>					
4326 Spark of Love Grant	-	1,488	-	7,121	-
4351 Beverage Recycling Grant	-	-	-	-	-
4509 JPL NASA Grant	3,500	3,863	-	22,137	-
4510 Department of Forestry/ Fire Grant	56,000	-	-	-	-
4801 Interest Income	21	140	-	-	-
4906 Donations- Library	-	-	-	-	-
4908 Miscellaneous Reimbursements	-	-	-	26,120	-
4909 Other Revenue	-	-	-	4,000	-
<b>Total Other Grants Fund</b>	<b>\$ 59,521</b>	<b>\$ 5,491</b>	<b>\$ -</b>	<b>\$ 59,378</b>	<b>\$ -</b>
<b>Office of Traffic Safety Fund</b>					
4419 OTS- Alcohol Beverage Control	1,635	-	-	37,594	37,929
4426 OTS- Other Grants	29,266	65,210	-	-	-
4432 OTS- Sobriety Checkpoint Grants	21,686	2,661	118,450	200,257	177,802
4433 OTS- Avoid the 25 Grants	7,618	-	-	-	-
<b>Total Office of Traffic Safety Fund</b>	<b>\$ 60,205</b>	<b>\$ 67,871</b>	<b>\$ 118,450</b>	<b>\$ 237,851</b>	<b>\$ 215,731</b>
<b>Local Law Enforcement Block Grants Fund</b>					
4434 JAG Grants	6,752	3,306	-	37,743	-
4801 Interest Income	185	260	-	-	-
<b>Total Local Law Enforcement Block Grants Fund</b>	<b>\$ 6,937</b>	<b>\$ 3,566</b>	<b>\$ -</b>	<b>\$ 37,743</b>	<b>\$ -</b>
<b>Asset Forfeiture Fund</b>					
4321 H&S Police Forfeiture	7,925	9,682	-	-	-
4422 Asset Forfeiture- State	-	100	10,000	10,000	20,000
4435 Asset Forfeiture- Federal	12,342	-	30,000	30,000	100,000
4801 Interest Income	1,425	2,370	-	-	2,000
<b>Total Asset Forfeiture Fund</b>	<b>\$ 21,692</b>	<b>\$ 12,152</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 122,000</b>
<b>Homeland Security Grants Fund - Fire</b>					
4425 St Homeland Security Grant Program	15,398	703	-	-	-
4511 Homeland Security Grant- 2015	-	-	-	16,877	-
<b>Total Homeland Security Grants Fund - Fire</b>	<b>\$ 15,398</b>	<b>\$ 703</b>	<b>\$ -</b>	<b>\$ 16,877</b>	<b>\$ -</b>
<b>CalHOME Investment Partnership Program Fund</b>					
4314 CAL HOME- State Proj.	328,969	-	820,600	820,600	760,600
4315 CAL-HOME-Program Income	5,000	-	6,000	6,000	-
4801 Interest Income	36	508	-	-	500
4909 Other Revenue	23,400	-	-	-	-
4923 Program Income - HIP	-	8,200	-	-	-
4924 Program Income - FTHB	66,873	6,000	-	-	6,000
<b>Total CalHOME Fund</b>	<b>\$ 424,278</b>	<b>\$ 14,708</b>	<b>\$ 826,600</b>	<b>\$ 826,600</b>	<b>\$ 767,100</b>
<b>Public Financing Authority Fund</b>					
4801 Interest Income	71	144	-	-	-
<b>Total Public Financing Authority Fund</b>	<b>\$ 71</b>	<b>\$ 144</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>General Capital Improvements Fund</b>					
4219 General Capital Impact Fee	98,691	98,541	60,000	60,000	48,000
4220 Fire Capital Impact Fee	50,192	50,763	150,000	150,000	29,000
4221 Police Capital Impact Fee	90,096	89,428	60,000	60,000	44,000
4801 Interest Income	187	3,193	-	-	3,000
4909 Other Revenue	-	28	-	-	-
<b>Total General Capital Improvements Fund</b>	<b>\$ 239,166</b>	<b>\$ 241,953</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 124,000</b>
<b>Park Acquisition &amp; Development Fund</b>					
4107 Construction Tax	1,052,228	1,055,127	600,000	600,000	460,000
4801 Interest Income	5,715	13,789	-	-	12,500
<b>Total Park Acquisition &amp; Development Fund</b>	<b>\$ 1,057,943</b>	<b>\$ 1,068,916</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 472,500</b>
<b>Storm Drain Development Fund</b>					
4211 Storm Drain Permits	276,378	281,242	150,000	150,000	194,000
4801 Interest Income	5,437	7,939	-	-	5,000
4902 Lease Proceeds	22,291	22,588	65,018	65,018	72,929
4902 Lease Proceeds	3,807	3,807	-	-	-
4902 Lease Proceeds	22,910	23,428	-	-	-
4902 Lease Proceeds	7,500	7,500	-	-	-
<b>Total Storm Drain Development Fund</b>	<b>\$ 338,323</b>	<b>\$ 346,504</b>	<b>\$ 215,018</b>	<b>\$ 215,018</b>	<b>\$ 271,929</b>

**2017-2018 SCHEDULE OF REVENUE DETAIL BY FUND**

	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>Street &amp; Traffic Facility Development Fund</b>					
4212 Street & Traffic Facility Permits	164,038	144,611	270,000	270,000	136,000
4801 Interest Income	1,459	4,683	-	-	4,500
4908 Miscellaneous Reimbursements	-	243,048	-	-	-
<b>Total Street &amp; Traffic Facility Development Fund</b>	<b>\$ 165,497</b>	<b>\$ 392,342</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 140,500</b>
<b>Street &amp; Alley Repairs Fund</b>					
4225 Street & Alley- Burrtec	200,004	201,565	204,484	204,484	204,480
<b>Total Street &amp; Alley Repairs Fund</b>	<b>\$ 200,004</b>	<b>\$ 201,565</b>	<b>\$ 204,484</b>	<b>\$ 204,484</b>	<b>\$ 204,480</b>
<b>Water Utility Fund</b>					
4214 Water Construction Permits	400,262	354,902	250,000	250,000	190,000
4603 Damage to City Property	-	-	-	5,466	-
4681 Water Sales- Metered	21,117,729	17,013,320	17,682,922	17,682,922	18,750,000
4682 Water Sales- Flat Rate	72,098	56,630	40,000	40,000	65,000
4688 Water Sales- Recycled	258,199	229,882	630,000	630,000	500,000
4690 Water Connection Fee	139,362	72,662	50,000	50,000	5,000
4691 Water Meter Installation	60,940	79,840	75,000	75,000	75,000
4710 Municipal Code- Late Charges	249,652	269,953	250,000	250,000	240,000
4801 Interest Income	33,266	58,852	15,000	15,000	60,000
4901 Sale of Assets	-	125	-	-	-
4908 Miscellaneous Reimbursements	341,782	787,828	-	-	205,000
4909 Other Revenue	73,538	(263,728)	600,000	600,000	60,000
<b>Total Water Utility Fund</b>	<b>\$ 22,746,828</b>	<b>\$ 18,660,266</b>	<b>\$ 19,592,922</b>	<b>\$ 19,598,388</b>	<b>\$ 20,150,000</b>
<b>Solid Waste Utility Fund</b>					
4351 Beverage Recycling Grant	-	7,403	-	19,988	-
4352 Used Oil Block Grant	21,672	8,116	-	-	-
4685 Solid Waste- Residential	4,193,637	4,298,861	4,287,825	4,287,825	4,580,000
4686 Solid Waste- Non-Residential	6,012,052	6,094,742	6,002,955	6,002,955	6,000,000
4689 HHW Transfer In	150,000	151,173	-	-	153,360
4801 Interest Income	16,699	17,289	-	-	17,500
4901 Sale of Assets	-	1,900	-	-	-
4909 Other Revenue	10	-	-	-	-
<b>Total Solid Waste Utility Fund</b>	<b>\$ 10,394,070</b>	<b>\$ 10,579,484</b>	<b>\$ 10,290,780</b>	<b>\$ 10,310,768</b>	<b>\$ 10,750,860</b>
<b>Sewer Utility Fund</b>					
4210 Sanitary Sewer Permits- City	172,310	163,893	240,500	240,500	42,000
4213 Wastewater Permits	58,477	65,604	62,000	62,000	58,000
4215 Other Permits	-	-	-	-	-
4683 Sewer Collection Charges	2,350,377	2,839,402	2,963,600	2,963,600	3,165,000
4684 Sewer Treatment- IEUA	4,585,086	4,893,317	5,432,700	5,432,700	5,761,900
4687 Sewer Connection Fees	8,351	52,492	16,900	16,900	-
4693 Stormwater Service Fees	86	-	-	-	-
4694 Sewer- Pass-Thru- Montclair	542	524	500	500	500
4695 Sewer- Pass-Thru- Ontario	38,393	40,174	33,100	33,100	35,000
4696 Sewer- Pass-Thru- LA County	12,374	12,840	12,800	12,800	13,000
4801 Interest Income	49,867	72,064	-	-	65,000
4909 Other Revenue	7,345	182	-	-	-
<b>Total Sewer Utility Fund</b>	<b>\$ 7,283,208</b>	<b>\$ 8,140,492</b>	<b>\$ 8,762,100</b>	<b>\$ 8,762,100</b>	<b>\$ 9,140,400</b>
<b>Self-Funded Insurance Fund</b>					
4603 Damage to City Property	576	-	-	-	-
4671 User Departments- Workers Compensation	1,363,928	1,200,000	1,792,083	1,442,083	1,457,310
4672 User Departments- Unemployment	-	-	86,170	86,170	123,280
4673 User Departments- Long-Term Disability	-	-	119,440	119,440	124,144
4674 User Departments- Liability	2,221,338	2,550,000	1,722,290	2,072,290	2,179,865
4675 User Departments- Loss Prevention	-	-	113,646	113,646	136,233
4677 User Departments- Legal Service Charges	-	-	-	-	-
4801 Interest Income	32	83	-	-	-
4908 Miscellaneous Reimbursements	70,325	12,792	-	-	-
4909 Other Revenue	-	-	-	-	-
<b>Total Self-Funded Insurance Fund</b>	<b>\$ 3,656,199</b>	<b>\$ 3,762,875</b>	<b>\$ 3,833,629</b>	<b>\$ 3,833,629</b>	<b>\$ 4,020,832</b>
<b>Fleet Management Fund</b>					
4662 Replacement Charges	-	185,145	134,940	134,940	553,200
4676 User Departments- Vehicle Replacement	507,697	560,427	638,098	638,098	717,715
4801 Interest Income	53	532	-	-	-
4901 Sale of Assets	14,151	28,475	31,000	31,000	-
4908 Miscellaneous Reimbursements	-	2,514	-	-	-
4909 Other Revenue	630	-	-	-	-
<b>Total Fleet Management Fund</b>	<b>\$ 522,531</b>	<b>\$ 777,093</b>	<b>\$ 804,038</b>	<b>\$ 804,038</b>	<b>\$ 1,270,915</b>

**2017-2018 SCHEDULE OF REVENUE DETAIL BY FUND**

	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>Information Systems Fund</b>					
4125 PEG Fees	-	142,061	120,000	120,000	120,000
4662 Replacement Charges	-	49,870	50,000	50,000	50,000
4669 User Departments- Information Systems	1,941,815	1,208,929	1,299,197	1,358,376	1,488,813
4801 Interest Income	1,178	4,241	-	-	-
4908 Miscellaneous Reimbursements	2,383	3,892	-	-	-
4909 Other Revenue	-	-	-	-	-
<b>Total Information Systems Fund</b>	<b>\$ 1,945,376</b>	<b>\$ 1,408,993</b>	<b>\$ 1,469,197</b>	<b>\$ 1,528,376</b>	<b>\$ 1,658,813</b>
<b>Building Maintenance &amp; Operations Fund</b>					
4670 User Departments- Building Maint & Operation	609,729	730,010	1,099,650	1,099,650	1,094,735
4801 Interest Income	204	932	-	-	-
4909 Other Revenue	-	125	-	-	-
<b>Total Building Maintenance &amp; Operations Fund</b>	<b>609,933</b>	<b>\$ 731,067</b>	<b>\$ 1,099,650</b>	<b>\$ 1,099,650</b>	<b>\$ 1,094,735</b>
<b>Successor Agency Fund</b>					
4430 SA Administrative Allowance	125,000	250,000	250,000	250,000	250,000
4431 SA RPTTF	2,720,961	3,314,158	3,280,679	3,280,679	3,635,785
4801 Interest Income	37,882	36,800	-	-	30,000
4802 Rents General	18,690	19,032	19,094	19,094	19,636
4909 Other Revenue	5,203	1	-	-	-
<b>Total Successor Agency Fund</b>	<b>\$ 2,907,736</b>	<b>\$ 3,619,991</b>	<b>\$ 3,549,773</b>	<b>\$ 3,549,773</b>	<b>\$ 3,935,421</b>
<b>Grand Total</b>	<b>\$ 111,357,000</b>	<b>\$ 104,724,050</b>	<b>\$ 105,693,214</b>	<b>\$ 105,945,039</b>	<b>\$ 101,843,194</b>

# 2017-2018 SCHEDULE OF EXPENDITURES BY FUND

	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>General Fund</b>	<b>\$ 39,382,871</b>	<b>\$ 42,325,493</b>	<b>\$ 45,942,403</b>	<b>\$ 48,343,034</b>	<b>\$ 38,158,559</b>
Housing	\$ 3,829,026	\$ 3,473,641	\$ 5,676,750	\$ 5,684,430	\$ 6,135,345
Public Safety Augmentation	821,318	829,924	801,000	801,000	780,995
Gas Tax	287,413	1,055,480	6,761,678	7,164,015	7,633,771
Measure I	636,930	427,642	3,088,299	3,336,611	2,012,182
HOME Investment Partnership Program	12,500	254,500	790,000	790,000	180,000
Community Development Block Grant	358,875	511,142	812,909	844,904	594,502
Parking Business Improvement Area	58,759	3,536	50,000	50,000	146,000
Air Quality Management District	19,462	20,610	34,930	34,930	111,130
Homeland Security Grants - PD	20,372	-	-	17,028	17,028
Prop 30	99,152	-	140,000	140,000	140,000
COPS	82,232	44,101	383,689	412,834	535,240
Other Grants	59,500	5,352	-	56,667	-
Office of Traffic Safety	90,774	72,795	118,450	237,851	215,731
Local Law Enforcement Block Grant	6,752	3,306	-	38,644	23,752
Asset Forfeiture	20,610	9,782	40,000	47,500	120,000
Homeland Security Grants - Fire	15,398	17,596	-	-	-
CalHOME	156,000	-	820,600	820,600	880,600
<b>Total Special Revenue Funds</b>	<b>\$ 6,575,073</b>	<b>\$ 6,729,407</b>	<b>\$ 19,518,305</b>	<b>\$ 20,477,014</b>	<b>\$ 19,526,276</b>
Public Financing Authority	\$ 273,409	\$ 267,968	\$ 280,650	\$ 280,650	\$ -
<b>Total Debt Service Fund</b>	<b>\$ 273,409</b>	<b>\$ 267,968</b>	<b>\$ 280,650</b>	<b>\$ 280,650</b>	<b>\$ -</b>
General Capital Improvements	\$ 131,035	\$ 121	\$ 239,811	\$ 239,811	\$ 519,811
Park Acquisition & Development	56,722	229	430,590	430,361	250,547
Storm Drain Development	-	685,957	241,744	241,744	241,561
Street & Traffic Facility Development	-	68,233	200,000	192,274	1,937,374
General Capital Projects	-	-	-	-	800,000
Street & Alley Repairs	-	579	400,000	399,421	593,921
<b>Total Capital Project Funds</b>	<b>\$ 187,757</b>	<b>\$ 755,119</b>	<b>\$ 1,512,145</b>	<b>\$ 1,503,611</b>	<b>\$ 4,343,214</b>
Water Utility	\$ 17,998,154	\$ 14,877,706	\$ 26,488,484	\$ 26,657,332	\$ 29,560,765
Solid Waste Utility	9,832,652	9,793,395	9,999,423	10,054,276	10,751,775
Sewer Utility	6,842,168	6,753,019	10,956,204	10,987,724	11,406,954
<b>Total Enterprise Funds</b>	<b>\$ 34,672,974</b>	<b>\$ 31,424,120</b>	<b>\$ 47,444,111</b>	<b>\$ 47,699,332</b>	<b>\$ 51,719,494</b>
Self-Funded Insurance	\$ 4,017,923	\$ 3,798,486	\$ 3,833,629	\$ 4,412,933	\$ 4,020,832
Fleet Management	611,374	656,915	640,928	1,238,034	1,338,915
Information Systems	755,437	1,231,148	1,401,230	1,529,609	1,658,813
Building Maintenance & Operations	553,110	684,029	1,099,650	1,122,650	1,094,736
<b>Total Internal Service Funds</b>	<b>\$ 5,937,844</b>	<b>\$ 6,370,578</b>	<b>\$ 6,975,437</b>	<b>\$ 8,303,226</b>	<b>\$ 8,113,296</b>
Successor Agency	\$ 1,444,861	\$ 2,198,871	\$ 3,532,319	\$ 3,532,319	\$ 3,651,689
<b>Total Private Purpose Trust Fund</b>	<b>\$ 1,444,861</b>	<b>\$ 2,198,871</b>	<b>\$ 3,532,319</b>	<b>\$ 3,532,319</b>	<b>\$ 3,651,689</b>
<b>Grand Total</b>	<b>\$ 88,474,787</b>	<b>\$ 90,071,552</b>	<b>\$ 125,205,370</b>	<b>\$ 130,139,186</b>	<b>\$ 125,512,527</b>

Transfers not included in the Schedule of Expenditures by Fund.

## 2017-2018 SCHEDULE OF EXPENDITURES BY FUND & CATEGORY

	Salaries & Benefits	Maintenance & Operations	Capital Projects & Equipment	Total
<b>General Fund</b>	<b>\$ 22,590,220</b>	<b>\$ 15,568,339</b>	<b>\$ -</b>	<b>\$ 38,158,559</b>
Housing	\$ 1,256,220	\$ 3,504,125	\$ 1,375,000	\$ 6,135,345
Public Safety Augmentation	780,995	-	-	780,995
Gas Tax	-	2,500	7,631,271	7,633,771
Measure I	-	-	2,012,182	2,012,182
HOME Investment Partnership Program	-	180,000	-	180,000
Community Development Block Grant	52,480	423,334	118,688	594,502
Parking Business Improvement Area	-	-	146,000	146,000
Air Quality Management District	4,620	31,510	75,000	111,130
Homeland Security Grants - PD	-	17,028	-	17,028
Prop 30	-	140,000	-	140,000
COPS	-	136,051	399,189	535,240
Other Grants	-	-	-	-
Office of Traffic Safety	157,231	22,500	36,000	215,731
Local Law Enforcement Block Grant	-	23,752	-	23,752
Asset Forfeiture	-	120,000	-	120,000
CalHOME	-	880,600	-	880,600
<b>Total Special Revenue Funds</b>	<b>\$ 2,251,546</b>	<b>\$ 5,481,400</b>	<b>\$ 11,793,330</b>	<b>\$ 19,526,276</b>
General Capital Improvements	\$ -	\$ -	\$ 519,811	\$ 519,811
Park Acquisition & Development	-	-	250,547	250,547
Storm Drain Development	-	-	241,561	241,561
Street & Traffic Facility Development	-	-	1,937,374	1,937,374
General Capital Projects	-	-	800,000	800,000
Street & Alley Repairs	-	-	593,921	593,921
<b>Total Capital Project Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,343,214</b>	<b>\$ 4,343,214</b>
Water Utility	\$ 3,418,290	\$ 19,472,266	\$ 6,670,209	\$ 29,560,765
Solid Waste Utility	395,040	10,356,735	-	10,751,775
Sewer Utility	1,392,050	8,384,904	1,630,000	11,406,954
<b>Total Enterprise Funds</b>	<b>\$ 5,205,380</b>	<b>\$ 38,213,905</b>	<b>\$ 8,300,209</b>	<b>\$ 51,719,494</b>
Self-Funded Insurance	\$ 316,344	\$ 3,704,488	\$ -	\$ 4,020,832
Fleet Management	387,900	329,815	621,200	1,338,915
Information Systems	344,050	1,017,609	297,154	1,658,813
Building Maintenance & Operations	531,500	505,256	57,980	1,094,736
<b>Total Internal Service Funds</b>	<b>\$ 1,579,794</b>	<b>\$ 5,557,168</b>	<b>\$ 976,334</b>	<b>\$ 8,113,296</b>
Successor Agency	\$ 236,430	\$ 3,415,259	\$ -	\$ 3,651,689
<b>Total Private Purpose Trust Fund</b>	<b>\$ 236,430</b>	<b>\$ 3,415,259</b>	<b>\$ -</b>	<b>\$ 3,651,689</b>
<b>Grand Total</b>	<b>\$ 31,863,370</b>	<b>\$ 68,236,071</b>	<b>\$ 25,413,087</b>	<b>\$ 125,512,528</b>

Transfers not included in the Schedule of Expenditures by Fund and Category.



## 2017-18 EXPENDITURES BY DEPARTMENT PROGRAM

	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>General Government</b>					
City Council	\$ 148,406	\$ 102,687	\$ 111,210	\$ 161,981	\$ 119,071
City Treasurer	14,666	14,869	8,240	8,240	1,790
Administration	241,591	722,840	282,976	318,696	326,877
<b>Total General Government</b>	<b>\$ 404,663</b>	<b>\$ 840,396</b>	<b>\$ 402,426</b>	<b>\$ 488,917</b>	<b>\$ 447,738</b>
<b>Administrative Services</b>					
Finance	\$ 2,222,877	\$ 2,094,623	\$ 2,224,418	\$ 2,478,244	\$ 2,116,086
Information Technology	756,664	1,230,785	1,401,230	1,529,609	1,658,813
Human Resources	474,894	352,386	496,122	496,122	586,883
Risk Management	4,017,922	3,798,487	3,833,629	4,412,933	4,020,832
City Attorney	392,907	476,038	400,000	590,000	490,000
City Clerk	221,327	184,186	334,947	459,947	350,911
Library	1,675,285	1,525,661	1,671,352	1,671,352	1,564,047
Non-Departmental	(31)	-	-	-	50,676
<b>Total Administrative Services</b>	<b>\$ 9,761,845</b>	<b>\$ 9,662,166</b>	<b>\$ 10,361,698</b>	<b>\$ 11,638,207</b>	<b>\$ 10,838,248</b>
<b>Development Services</b>					
Building & Safety	\$ 530,356	\$ 626,964	\$ 641,314	\$ 641,314	\$ 774,718
Weed Abatement	41,054	37,408	49,940	29,940	50,853
Economic Development	73,572	119,215	154,020	186,020	186,749
Planning Commission	10,800	9,632	12,740	12,740	12,740
Planning	544,437	742,410	518,362	621,175	644,350
Housing	3,829,026	3,473,641	5,676,750	5,684,430	6,135,345
CBDG	358,875	511,142	812,909	844,904	594,502
HOME Program	12,500	254,500	790,000	790,000	180,000
CalHOME Program	156,000	-	820,600	820,600	880,600
PBIA	58,759	3,536	50,000	50,000	146,000
Successor Agency	1,444,861	2,198,871	3,532,319	3,532,319	3,651,689
<b>Total Development Services</b>	<b>\$ 7,060,240</b>	<b>\$ 7,977,319</b>	<b>\$ 13,058,954</b>	<b>\$ 13,213,442</b>	<b>\$ 13,257,546</b>
<b>Fire</b>					
Administration	\$ 2,412,608	\$ 1,776,179	\$ 2,938,683	\$ 4,687,274	\$ 1,688,354
Fire Reserves	-	2,274	6,630	6,630	120
Fire Station I	1,594,685	2,059,700	1,615,016	1,825,016	108,645
Fire Station II	1,587,176	1,789,979	1,858,593	1,858,593	386,946
Fire Station III	1,523,099	1,580,353	1,810,186	1,825,186	121,820
Fire Station IV	1,667,548	1,840,419	1,933,565	1,933,565	115,590
Emergency Medical Services	107,855	123,874	142,606	142,606	5,160
Special Operations	23,975	21,409	38,437	38,437	1,630
Air Ambulance	1,051,796	1,203,468	1,275,983	1,327,296	102,993
Historic Fire Station	16,970	19,202	23,005	23,005	23,604
Fire Prevention	232,683	198,172	290,370	305,466	23,960
Fire Training & Emergency	50,023	46,008	53,030	53,030	4,050
Fire Grants	71,398	17,596	-	-	-
<b>Total Fire</b>	<b>\$ 10,339,816</b>	<b>\$ 10,678,633</b>	<b>\$ 11,986,104</b>	<b>\$ 14,026,104</b>	<b>\$ 2,582,872</b>
<b>Police</b>					
Administration	\$ 3,475,817	\$ 4,239,488	\$ 4,446,768	\$ 4,443,118	\$ 5,148,789
Investigations	1,764,545	1,854,640	2,211,488	2,229,720	2,597,768
Patrol	10,582,030	11,147,923	12,908,405	12,824,535	13,512,134
Police Special Events & Community Outreach	36,753	32,587	5,110	24,580	1,765
Police Reserves	919	656	4,020	4,020	3,000
Code Enforcement	304,076	202,093	238,316	247,996	253,588
Animal Services	998,035	837,886	608,154	608,154	583,111
Police Grants	319,892	129,983	682,139	893,857	1,051,751
<b>Total Police</b>	<b>\$ 17,482,067</b>	<b>\$ 18,445,256</b>	<b>\$ 21,104,400</b>	<b>\$ 21,275,980</b>	<b>\$ 23,151,906</b>

## 2017-18 EXPENDITURES BY DEPARTMENT PROGRAM

	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2016-17 Amended	2017-18 Adopted
<b>Public Works</b>					
Public Works Administration	\$ 412,056	\$ 261,511	\$ 503,690	\$ 503,690	\$ 707,524
Engineering Administration	288,971	259,867	248,470	248,470	267,083
Development/Traffic Engineering	354,830	412,132	409,524	458,182	450,180
Street Maintenance	361,436	484,956	587,536	587,536	901,993
Street Sweeping	14,228	380	19,080	19,080	15,780
Sidewalk Maintenance	176,121	1,015,114	198,190	198,190	161,684
Street Lighting	827,162	824,935	874,591	874,591	871,091
Traffic Control	95,564	88,972	182,708	182,708	147,612
Traffic Facility Maintenance	185,493	170,481	212,600	212,600	216,600
Weed Abatement	30,161	27,850	30,432	30,432	35,256
Flood Control	8,520	8,439	15,243	15,243	20,964
Street Tree Maintenance	456,784	601,970	462,765	521,847	461,759
Public ROW Maintenance	428,723	430,321	537,639	537,639	534,406
Maintenance - Main Street	42,908	44,089	51,100	51,100	57,240
Maintenance - Metrolink	9,237	8,640	15,500	15,500	15,500
Damage to City Property	35,935	65,940	54,000	54,000	54,000
Park Maintenance	550,270	505,604	642,564	642,564	735,267
Sports Field Maintenance	201,002	209,723	271,290	271,290	275,930
Civic Center	178,599	190,987	221,510	221,510	280,711
Street Projects	924,343	1,483,122	9,849,977	10,500,626	9,645,953
General Capital Improvement	131,035	121	239,811	239,811	519,811
Park Acquisition & Development	56,722	229	430,590	430,361	250,547
Storm Drain Development	-	685,957	241,744	241,744	241,561
Street & Traffic Facility Development	-	68,233	200,000	192,274	1,937,374
Street & Alley Repairs	-	579	400,000	399,421	593,921
Water Utility	17,998,153	14,877,706	26,488,484	26,657,332	29,560,765
Solid Waste Utility	9,832,652	9,793,394	9,999,423	10,054,276	10,751,775
Sewer Utility	6,842,170	6,753,019	10,956,204	10,987,724	11,406,954
Fleet Management	649,573	656,915	640,928	1,238,034	1,338,915
Building Maintenance & Operations	553,110	684,029	1,099,650	1,122,650	1,094,736
<b>Total Public Works</b>	<b>\$ 41,645,758</b>	<b>\$ 40,615,215</b>	<b>\$ 66,085,243</b>	<b>\$ 67,710,425</b>	<b>\$ 73,552,892</b>
<b>Community Services</b>					
Recreation Administration	\$ 628,382	\$ 664,605	\$ 793,174	\$ 801,502	\$ 783,407
Recreation Classes	193,435	174,351	231,000	231,000	214,300
Recreation Facilities	28,135	37,846	106,842	106,842	109,429
Youth Programs/Sports	63,275	66,259	76,440	76,440	75,390
Senior Center	238,774	272,581	328,092	328,092	332,489
Special Events	55,637	45,140	60,320	60,820	21,870
Community Outreach Services	28,160	28,502	33,900	33,900	33,810
ACCESS Program	476,468	485,386	485,928	-	-
Landecena Center	8,042	12,975	29,376	29,376	32,337
Carnegie Library Operation	32,493	50,350	47,152	47,152	63,774
Library Literacy Program	13,587	-	-	-	-
Passports	10,511	9,224	14,320	14,320	14,520
Recreation Grants	3,500	5,352	-	56,667	-
<b>Total Community Services</b>	<b>\$ 1,780,399</b>	<b>\$ 1,852,571</b>	<b>\$ 2,206,544</b>	<b>\$ 1,786,111</b>	<b>\$ 1,681,326</b>
<b>Grand Total</b>	<b>\$ 88,474,790</b>	<b>\$ 90,071,553</b>	<b>\$ 125,205,369</b>	<b>\$ 130,139,186</b>	<b>\$ 125,512,526</b>

FY17 budget in this schedule varies to budgets in department sections due to adjustments in vacant positions held open.

# **FISCAL YEAR 2017-18**

## **SUMMARY OF TRANSFERS**

Fund No.	Fund Name	Transfers In	Transfers Out
752	Vehicle Replacement Fund	68,000	
211	Air Quality Management District To Purchase Parking Enforcement Vehicles.		68,000
645	Sewer Utility	265,000	
641	Solid Waste Utility To Transfer for Landfill Costs.		265,000
<b>Total</b>		<b>\$ 333,000</b>	<b>\$ 333,000</b>

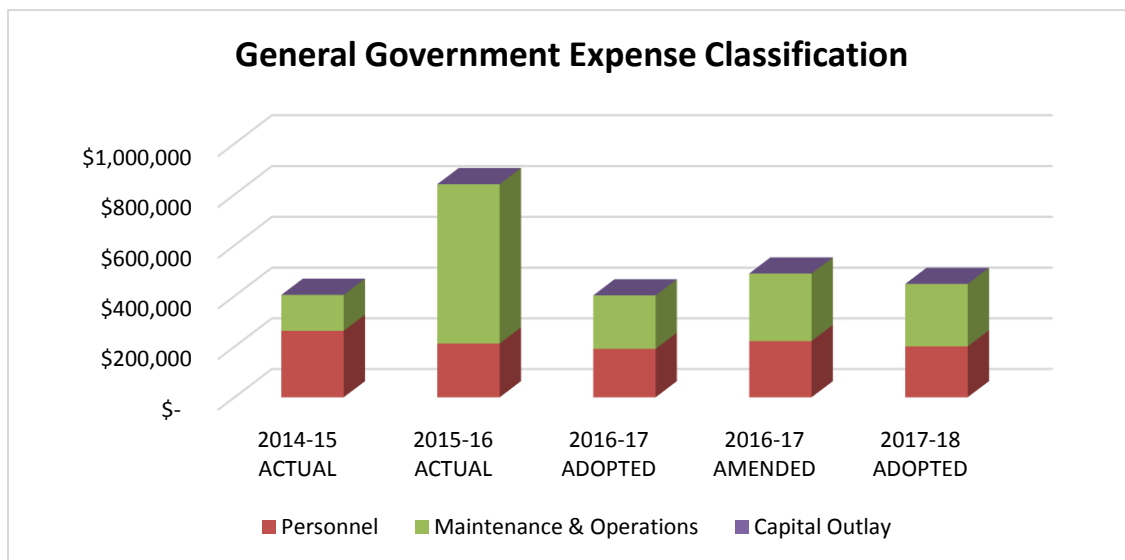
(This Page Left Intentionally Blank)

# GENERAL GOVERNMENT

## MISSION STATEMENT

To provide accessible, proactive leadership and governance for the community through the establishment of policies that pursue City Council goals and directives, and to promote the best interest of the City locally and with other governmental agencies.

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>EXPENSE CLASSIFICATION</b>					
Personnel	\$ 262,541	\$ 212,578	\$ 191,250	\$ 221,971	\$ 200,870
Maintenance & Operations	142,122	627,818	211,176	266,946	246,868
<b>TOTAL BUDGET</b>	<b>\$ 404,663</b>	<b>\$ 840,396</b>	<b>\$ 402,426</b>	<b>\$ 488,917</b>	<b>\$ 447,738</b>



	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>FUNDING SOURCES*</b>					
GENERAL FUND	\$ 404,663	\$ 840,396	\$ 402,426	\$ 488,917	\$ 447,738
<b>TOTAL BUDGET</b>	<b>\$ 404,663</b>	<b>\$ 840,396</b>	<b>\$ 402,426</b>	<b>\$ 488,917</b>	<b>\$ 447,738</b>

## **CITY COUNCIL**

The City Council is the governing body of the City of Upland and has the power to make all laws and regulations with respect to municipal affairs subject only to the limitations of the State and Federal Constitutions.

The City Council is an elected five person governing body. The Mayor is elected independently with the same voting power as other members of the Council. City Councilmembers each serve four-year terms with elections every other year; therefore, three Councilmembers are elected at one election and the Mayor and one Councilmember at the other.

The City Council appoints the City Manager and City Attorney, all of whom serve at the City Council's discretion. The City Council establishes policies of the City, which are implemented by staff under the direction of the City Manager. The City Council approves all ordinances, resolutions, and contracts.

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To continue to expand citizen participation in local government through advisory commissions, boards, committees, and semi-monthly council meetings.
- ◆ To enhance the quality of life for Upland residents by developing long and short-term fiscal and operational plans and policies.
- ◆ To participate and initiate programs of regional and local importance including the improvement of air quality and reduction of traffic congestion.
- ◆ To revitalize commercial activity and expand economic development opportunities to promote a healthy local government economy.

## **CITY TREASURER**

The residents of Upland elect the City Treasurer. It is the Treasurer's responsibility to oversee the investment of City funds in a safe and secure manner while ensuring maximum return on all investments within limitations set by State law. The City Treasurer operates under the restrictions of Section 53646 of the Government Code of the State of California and Resolution 6133 of the Upland City Council – a resolution that affirms the Investment Policy for Public Funds.

The City follows the practice of pooling cash and investments for all funds except for funds required to be held by outside fiscal agents. Investment income is allocated quarterly to various funds based on the average monthly cash balances.

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To maximize the City's return on its investments consistent with the requirements of state law and the need for safety, liquidity, and yield. No investment may be made unless it is in conformity with the City's Investment Policy.

## **CITY MANAGER**

The City Manager is appointed by the City Council to direct the operation of all City Departments through department heads. He enforces the ordinances and resolutions of the City Council and is responsible for the administration of City programs to ensure the delivery of high quality services.

The City Manager is responsible for the executive management of all City departments and serves as Executive Director of the Successor Agency of the Upland Community Redevelopment Agency (UCRA), coordinating the dissolution of the UCRA.

This office provides services such as responding to inquiries and requests of citizens, disseminating information regarding City activities, and providing input on regional, state and federal issues that affect the City of Upland.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>ADMINISTRATION</b>				
CITY MANAGER	1.00	1.00	1.00	1.00
DEPUTY CITY MANAGER	0.00	1.00	1.00	1.00
EXECUTIVE ASSISTANT TO CITY MANAGER	2.00	1.00	1.00	1.00
<b>TOTAL DEPARTMENT</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To be responsive to Upland's citizens, organizations, City Council, and staff.
- ◆ To be accessible to citizens, the City Council, business owners and employees in a timely manner.
- ◆ Implement the goals set forth by the City Council, which include fiscal stabilization, economic development, infrastructure repair and replacement, and outstanding customer service.
- ◆ To provide outstanding Council relations by informing Councilmembers of relevant City affairs/business such that staff trust and integrity is maintained and promoted.

- ◆ To provide funding for City projects by pursuing federal and state grants for a variety of projects.
- ◆ To provide for outstanding City services by meeting regularly with the development community such that quality, financially viable projects are developed in Upland.
- ◆ To promote effective and efficient service delivery by analyzing City operations on a continual basis and making adjustments as needed.
- ◆ To continue to pursue measures to reduce operating costs and increase revenue opportunities.
- ◆ To research and/or implement remaining recommendations of the Fiscal Response Task Force.
- ◆ To continue to nurture and promote public communications and engagement by maintaining open government ideals and developing programs/projects that support constant pursuit of excellence in municipal services, as well as model public sector status.
- ◆ Continue to address Police Department staffing challenges.
- ◆ Continue to implement Succession Planning strategies for Executive and Mid-Management retirements and transitions.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Percentage of Agenda items reviewed and approved within two days	100%	98%	99%	100%
Percentage of calls referred to responsible employees and/or departments within the organization within 2 hours, and bring closure to citizens' concerns within 2 business days	100%	86%	85%	91%
Percentage of inquiries from various Department personnel responded within one day or when scheduled	100%	90%	92%	95%
Review incoming departmental correspondence and respond or disseminate as directed on same day	100%	100%	100%	100%
Percentage of Electronic Message Board Requests posted within 24 hours of receipt	100%	100%	100%	100%



## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Developed a draft of a fiscal stability plan.
- ◆ Initiated the process for annexation to the San Bernardino County Fire Protection District.
- ◆ Facilitated continued development in the Sycamore Hills development project.
- ◆ Facilitated continued Historic Downtown Upland revitalization efforts, including promoting the location to, and meeting with, potential developers.
- ◆ Hired JLL Consulting to assist with economic development activity.
- ◆ Researched and implemented remaining viable measures recommended by the Fiscal Response Task Force.
- ◆ Responded to hundreds of requests for service from citizens and City Councilmembers.
- ◆ Made significant progress in working with the property owner and a new developer on the revitalization of the Foothill Village retail center.
- ◆ Ended contracts that were no longer beneficial to the City's operations.
- ◆ Continued the implementation of the software package which will improve City processes by eliminating duplication of work efforts and integrating technology that will benefit all departments.
- ◆ Hired a new Finance Officer and Human Resources Manager.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2017-18 ADOPTED BUDGET**

		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b><u>GENERAL GOVERNMENT</u></b>						
<b>1101</b>	<b>CITY COUNCIL</b>					
	Personnel	\$ 88,799	\$ 48,615	\$ 32,510	\$ 32,511	\$ 33,150
	Maintenance & Operations	59,607	54,072	78,700	129,470	85,921
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CITY COUNCIL</b>	<b>\$ 148,405</b>	<b>\$ 102,687</b>	<b>\$ 111,210</b>	<b>\$ 161,981</b>	<b>\$ 119,071</b>
<b>1104</b>	<b>CITY TREASURER</b>					
	Personnel	\$ 14,336	\$ 14,414	\$ 7,690	\$ 7,690	\$ 1,410
	Maintenance & Operations	330	455	550	550	380
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CITY TREASURER</b>	<b>\$ 14,666</b>	<b>\$ 14,869</b>	<b>\$ 8,240</b>	<b>\$ 8,240</b>	<b>\$ 1,790</b>
<b>1201</b>	<b>ADMINISTRATION</b>					
	Personnel	\$ 159,406	\$ 149,549	\$ 151,050	\$ 181,770	\$ 166,310
	Maintenance & Operations	82,185	573,291	131,926	136,926	160,567
	Capital Outlay	-	-	-	-	-
	<b>TOTAL ADMINISTRATION</b>	<b>\$ 241,591</b>	<b>\$ 722,841</b>	<b>\$ 282,976</b>	<b>\$ 318,696</b>	<b>\$ 326,877</b>
<b>101</b>	<b>TOTAL GENERAL GOVERNMENT</b>					
	Personnel	\$ 262,541	\$ 212,579	\$ 191,250	\$ 221,971	\$ 200,870
	Maintenance & Operations	142,121	627,818	211,176	266,946	246,868
	Capital Outlay	-	-	-	-	-
	<b>TOTAL GENERAL GOVERNMENT</b>	<b>\$ 404,662</b>	<b>\$ 840,396</b>	<b>\$ 402,426</b>	<b>\$ 488,917</b>	<b>\$ 447,738</b>

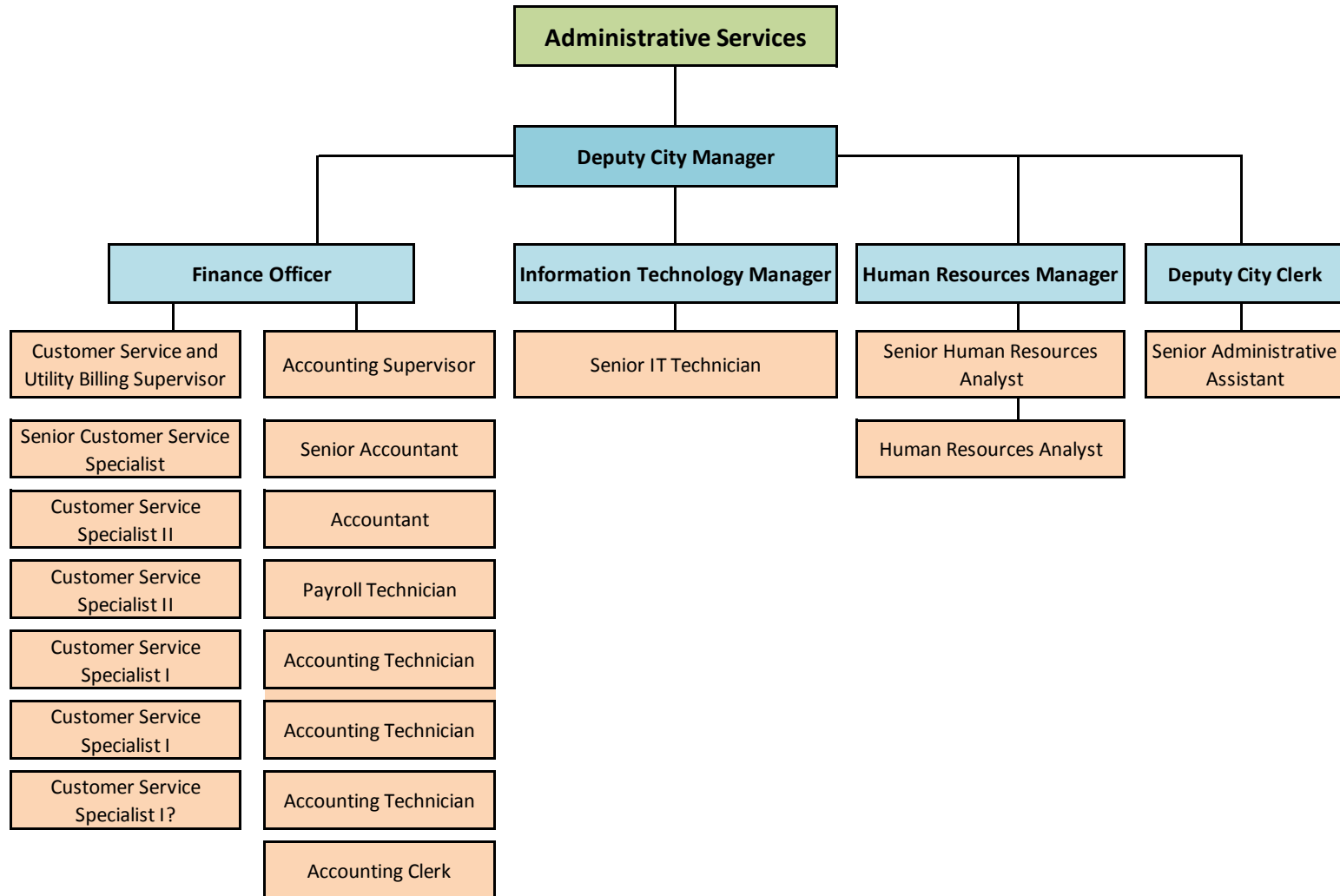
**CITY OF UPLAND**  
**GENERAL GOVERNMENT**  
FY 2017-18 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

OBJECT CODE	EXPENSE CLASSIFICATION	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
	<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	\$ 1,960	\$ 3,344	\$ 7,700	\$ 7,700	\$ 8,100
5111	Salaries- Full Time	164,943	146,860	123,820	123,821	133,150
5112	Salaries- Temporary/ Part Time	-	-	-	30,720	-
5113	Overtime	-	-	-	-	-
5115	Compensated Absences	-	-	-	-	-
5116	Fringe Benefits	72,370	33,363	29,110	29,110	23,150
5117	Retirement Contributions	23,268	29,011	30,620	30,620	11,650
5119	Unfunded Annual PERS Liability	-	-	-	-	24,820
	<b>TOTAL PERSONNEL EXPENSES</b>	\$ 262,541	\$ 212,578	\$ 191,250	\$ 221,971	\$ 200,870
	<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	\$ 4,399	\$ 4,491	\$ 4,550	\$ 4,550	\$ 5,025
5212	Advertising	20	16,100	21,300	21,300	29,950
5213	Dues & Subscriptions	46,562	48,281	48,155	98,925	53,686
5215	Training/ Conferences/ Meetings	5,998	19,910	32,040	31,872	24,410
5216	Office Supplies	1,133	732	1,000	1,000	1,050
5217	Other Supplies/Materials	1,152	(617)	400	1,400	900
5220	Fuel Usage	-	-	-	1,000	-
5221	Mileage Reimbursement	1,576	1,624	2,000	2,000	2,000
5222	Central Duplicating Charges	1,392	-	-	-	-
5223	Information Systems Charges	9,048	14,597	13,930	13,930	16,162
5224	Vehicle Charges	-	-	-	4,000	1,650
5232	Computer Equip (Under 5,000)	-	-	-	-	-
5233	Other Equipment	-	-	-	-	-
5243	Utilities- Telephone	-	-	-	-	-
5248	Maintenance- Other	-	-	-	-	-
5252	Professional Services	46,183	43,491	64,600	64,768	60,100
5254	Data Processing Services	-	-	-	-	-
5258	Other Services	14,796	18,839	21,000	20,000	21,000
5271	Insurance Premium	150	200	375	375	350
5273	Workers Compensation Charges	7,786	-	-	-	11,117
5274	Unemployment Charges	-	-	493	493	940
5275	Long-term Disability Charges	-	-	684	684	947
5276	Liability Charges	-	460,170	-	-	16,585
5277	Loss Prevention	-	-	649	649	996
5278	Legal Service Charges	-	-	-	-	-
5421	Lease Principal Expense	1,927	-	-	-	-
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	\$ 142,124	\$ 627,818	\$ 211,176	\$ 266,946	\$ 246,868
	<b>CAPITAL OUTLAY</b>					
5530	Machinery & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
5531	Vehicles	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL DEPARTMENT</b>	\$ 404,664	\$ 840,396	\$ 402,426	\$ 488,917	\$ 447,738

(This Page Left Intentionally Blank)

# ADMINISTRATIVE SERVICES

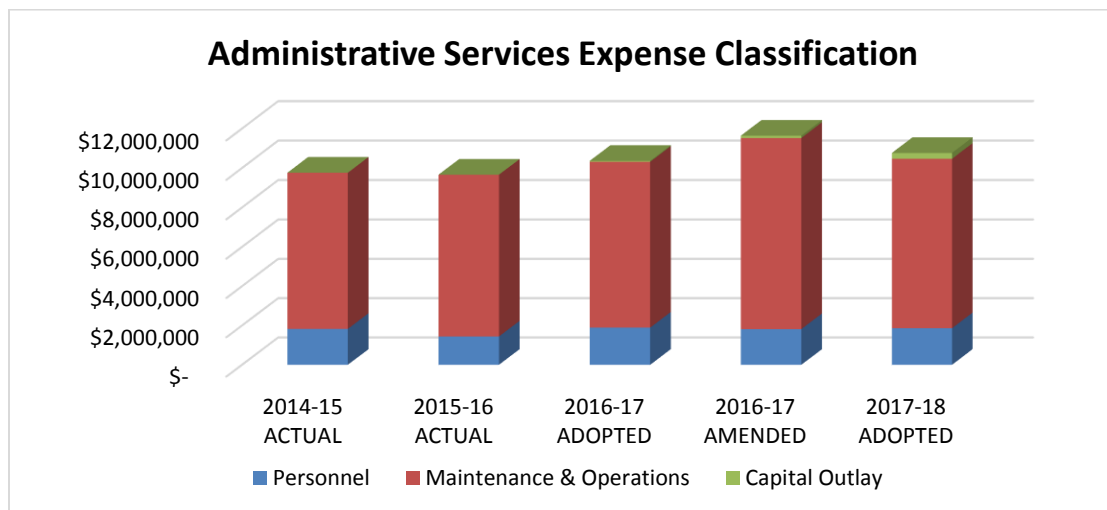
City of Upland  
Organizational Chart  
Fiscal Year 2017-18



## MISSION STATEMENT

To manage the fiscal and financial affairs of the City, and to support City officials and all departmental operations through a variety of financial services and risk management; to administer top quality personnel services with the highest level of professionalism and integrity in order to attract, retain, train and develop a competent workforce; to provide accessible, proactive leadership for the community through the establishment of policies encouraging a high standard of governance; and to develop opportunities for the use of technology to improve and enhance services to the community.

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>EXPENSE CLASSIFICATION</b>					
Personnel	\$ 1,826,902	\$ 1,441,246	\$ 1,892,696	\$ 1,814,740	\$ 1,859,904
Maintenance & Operations	7,934,943	8,220,920	8,423,002	9,707,467	8,606,190
Capital Outlay	-	-	46,000	116,000	297,154
Capital Improvement Project	-	-	-	-	75,000
<b>TOTAL BUDGET</b>	<b>\$ 9,761,845</b>	<b>\$ 9,662,166</b>	<b>\$ 10,361,698</b>	<b>\$ 11,638,207</b>	<b>\$ 10,838,248</b>



	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>FUNDING SOURCES</b>					
GENERAL FUND	\$ 4,695,615	\$ 4,343,953	\$ 4,811,259	\$ 5,380,085	\$ 5,047,473
AIR QUALITY MANAGEMENT FUND	19,462	20,610	34,930	34,930	111,130
PUBLIC FINANCING AUTHORITY	273,409	267,968	280,650	280,650	-
SELF-FUNDED INSURANCE	4,017,922	3,798,487	3,833,629	4,412,933	4,020,832
INFORMATION SYSTEMS	755,437	1,231,148	1,401,230	1,529,609	1,658,813
<b>TOTAL BUDGET</b>	<b>\$ 9,761,845</b>	<b>\$ 9,662,166</b>	<b>\$ 10,361,698</b>	<b>\$ 11,638,207</b>	<b>\$ 10,838,248</b>

## **CITY CLERK**

This position fulfills the statutory requirements of City Clerk. The City Clerk's Office prepares Council meeting agendas and minutes, advertises legal notices relating to Council agendas and other City issues, maintains advisory commissions' records and the City seal, and attests all City documents. As filing officer, the City Clerk oversees the filing requirements of the Fair Political Practices Commission, manages the City Conflict of Interest Code, and maintains the Upland Municipal Code and Zoning Code. The City Clerk's Office serves as the information center for City Hall and is responsible for all official City records such as ordinances, resolutions, deeds, agreements, and formal bid contracts. The office also coordinates the records management program for all City departments.

All City elections are the responsibility of the City Clerk. Citywide municipal elections are conducted in November of even-numbered years. Elections require compliance with State mandated deadlines, legal notices, and the cooperation of several outside agencies, which are all coordinated by the City Clerk.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>CITY CLERK</b>				
ADMINISTRATIVE SERVICES	1.00	0.00	0.00	0.00
DIRECTOR				
SENIOR ADMINISTRATIVE	1.00	0.00	0.00	1.00
ASSISTANT				
DEPUTY CITY CLERK	0.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	0.50	0.00	0.00	0.00
ADMINISTRATIVE ASSISTANT III	0.00	1.00	1.00	0.00
<b>TOTAL DIVISION</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ Develop a plan to create a new Records Center to accommodate city-wide records retention.
- ◆ Continue with implementation of the electronic record keeping system for City-wide records management program.
- ◆ Complete the upgrade and testing of the agenda software program.
- ◆ Continue training and development programs for department staff.
- ◆ Streamline the process for records requests under the California Public Records Act.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Placement of agenda material on the website by Thursday prior to the Council meeting	95%	95%	100%	100%
Compliance with AB1234	100%	100%	100%	100%
Average time to finalize meeting minutes	3 days	3 days	3 days	3 days
Records requests handled by staff	356	308	322	325

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Completed all activities related to the 2016 General Municipal Election for Mayor, Council Member, and Measure U (initiative on medical marijuana dispensaries).
- ◆ Completed all activities related the 2017 Special Election for Measure E (related to the referendum on Ordinance 1910 – ban on marijuana related activities).
- ◆ Based on the City’s Records Retention Schedule, staff coordinated the destruction of obsolete records with all City departments.
- ◆ Obtained nearly 100% compliance with FPPC requirements related to the filing of Form 700 for all code filers and designated filers identified in the Conflict of Interest Code.
- ◆ Completed biannual ethics training in compliance with AB 1234.

## **CITY ATTORNEY**

The City Attorney is appointed by the City Council and is charged with advising and giving legal opinions to Council, Boards, Commissions, and City Staff regarding legal matters. The City Attorney apprises all City officials of changes in statutes or case law as they affect the City. The City Attorney also ensures that violations of City laws are prosecuted where necessary. The City Attorney furnishes services at all meetings of the Council, and prepares ordinances, resolutions, contracts, and other legal documents.

Certain other attorneys identified by Staff may represent the City in matters of special expertise such as worker’s compensation and public liability defense.

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To provide reliable and timely legal services to the City Council, advisory committees and City staff in order to ensure the City is lawfully governed and the community effectively served.
- ◆ Upon approval of the City Council, represent the City in litigation.



## FINANCE

The Finance Division provides a comprehensive financial accounting and reporting system that meets the information requirements of its users, and complies with all applicable laws and regulations, including Generally Accepted Accounting Principles (GAAP). In advising City officials on the City's financial position and condition, the Division provides timely financial information necessary for decision-making, and assists City staff in implementing and developing appropriate internal controls and financial systems.

The Division safeguards all City assets and promotes their efficient use while adhering to prescribed City Council and management policies. It provides the framework for the processing of all financial management services that include general ledger accounting, budget preparation and analysis, purchasing, payroll, accounts payable and receivable, cash receipting, utility billing, and animal licensing. Under the direction of the Deputy City Manager, the Division organizes, reviews, and prepares the annual budget document for the City. It also produces federal, state and other reports as required by law in conformance with municipal accounting regulations and standards.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>FINANCE</b>				
FINANCE MANAGER	1.00	1.00	1.00	0.00
FINANCE OFFICER	0.00	0.00	0.00	1.00
ACCOUNTING SUPERVISOR	1.00	1.00	1.00	1.00
SENIOR ACCOUNTANT	1.00	1.00	1.00	1.00
ACCOUNTANT	1.00	1.00	1.00	1.00
SENIOR ACCOUNTING TECHNICIAN	1.00	1.00	1.00	0.00
PAYROLL TECHNICIAN	0.00	0.00	0.00	1.00
ACCOUNTING TECHNICIAN	3.00	3.00	3.00	3.00
CUSTOMER SERVICES SUPERVISOR	0.00	1.00	1.00	1.00
REVENUE COORDINATOR	1.00	0.00	0.00	0.00
SENIOR CUSTOMER SERVICE SPECIALIST	0.00	0.00	0.00	1.00
CUSTOMER SERVICE SPECIALIST	0.00	0.00	5.00	0.00
CUSTOMER SERVICE SPECIALIST II	3.00	3.00	0.00	2.00
CUSTOMER SERVICE SPECIALIST I	2.00	2.00	0.00	4.00
BUSINESS LICENSE INSPECTOR	0.00	0.00	0.00	0.00
BUDGET CLERK	1.00	1.00	1.00	0.00
ACCOUNTING CLERK	0.00	0.00	0.00	1.00
<b>TOTAL DIVISION</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>17.00</b>

## FY 2017-18 GOALS AND OBJECTIVES

- ◆ Continue to monitor the City budget and present the City Manager and the City Council with monthly reviews so that the City's financial position is continuously reviewed and evaluated.
- ◆ Continue to monitor City procurements for compliance with the adopted purchasing policy to ensure fiscal control.

- ◆ Prepare a Government Finance Officers Association award winning Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2017.
- ◆ Prepare the annual mid-year budget review for Fiscal Year 2017-18 and present budget recommendations to the City Council in February 2018.
- ◆ Provide good fiscal stewardship by initiating the Fiscal Year 2018-19 budget process in November 2018, ensuring that the Fiscal Year 2018-19 City budget is adopted by the City Council prior to the close of Fiscal Year 2017-18.
- ◆ Reduce the number of days from fiscal year end until the Comprehensive Annual Financial Report is issued.
- ◆ Implement and convert Fixed Assets to the new ERP system.
- ◆ Decentralize Accounts Payables data entry.
- ◆ Implement Electronic Timecard entry for payroll.
- ◆ Convert to electronic cash receipting records.
- ◆ Monitor the investment activity closely and strategize to increase investment income.
- ◆ Receive the Government Finance Officers Association Award for Distinguished Budget Presentation and Excellence in Financial Reporting.
- ◆ Implement and convert Utility Billing to the new ERP system.
- ◆ Accept Accounts Receivable payments online.
- ◆ Audit commercial and residential refuse billing and levels of service.
- ◆ Develop and distribute welcome pamphlets for new residents to the City.
- ◆ Continue to encourage utility customers to enroll in the online pay program.
- ◆ Continue to improve and enhance utility statements design and payment options.
- ◆ Continue auditing commercial, industrial, and San Antonio Heights sewer accounts.
- ◆ Accept General Billing payments online.
- ◆ Reevaluate Low Income Program.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Receive the Government Finance Officers Association Award for Excellence in Financial Reporting and Distinguished Budget Presentation	YES	YES	YES	YES
Financial reports submitted to City Council on a monthly basis	100%	50%	75%	100%
Number of days from fiscal year-end until CAFR is issued	174	193	170	170
Percentage of utility accounts enrolled in the online automatic payment program	40%	45%	54%	60%
Percentage of utility accounts enrolled for Auto-Pay program	N/A	N/A	19%	25%
Percentage of utility accounts signed up for paperless statements	N/A	N/A	18%	25%

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared the City's annual program-based budget and received the Government Finance Officers Association award for Distinguished Budget Presentation 2015-16.
- ◆ Received the Government Finance Officers Association award for Excellence in Financial Reporting for fiscal year ending June 30, 2016.
- ◆ Prepared the annual mid-year budget review for Fiscal Year 2016-17, and presented budget recommendations to the City Council in February 2017.
- ◆ Maintained the timeliness of revenue and expenditure report distribution.
- ◆ Conducted Commercial Sewer and San Antonio Heights billing audit.
- ◆ Coordinated implementation of permit payment processing with Development Services.
- ◆ Completed Accounts Receivable billing Audit.
- ◆ Implemented the Payroll module from the newly purchased ERP system – Tyler Munis.
- ◆ Implemented policies and procedures to reduce the number of utility account Final Notices processed annually.
- ◆ Implemented Utility Billing Payment mobile device application.

## INFORMATION SYSTEMS

The Information Systems Division is responsible for ensuring the City's information technology resources are effectively managed and used as key organizational tools in improving productivity, customer service, and public access to City information. This Division is also responsible for developing and implementing long-range goals, policies, and standards for acquiring, maintaining, and achieving full use of information technology resources; and, for providing ongoing support, maintenance, and training for computers and related peripherals.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2015-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>INFORMATION SYSTEMS</b>				
IT MANAGER	1.00	1.00	1.00	1.00
SENIOR IT TECHNICIAN	0.00	0.00	1.00	1.00
IT TECHNICIAN	1.00	1.00	0.00	0.00
<b>TOTAL DIVISION</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## FY 2017-18 GOALS AND OBJECTIVES

- ◆ Complete implementation of the utility billing module in the Munis software system.
- ◆ Complete the Police Department CAD, RMS, and mobile software project.
- ◆ Connect the senior center with the City Hall network.
- ◆ Investigate and implement a multi-method malware protection system.
- ◆ Complete 2-factor authentication for the Police Department.
- ◆ Upgrade the electrical and uninterrupted power supply (UPS) systems for the City Hall server room.
- ◆ Upgrade the e-mail server to Exchange 2016.
- ◆ Complete the building, planning, inspection, and code enforcement modules of Energov project.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Percentage of information systems service requests resolved within 24 hours	95%	95%	100%	100%
Number of unplanned network outages	N/A	N/A	-	-
Number of unplanned server/service outages	N/A	N/A	-	-
Number of electronic devices maintained for employee use	756	776	801	805
Number of Help Desk tickets received for IT service requests (not including weekend and phone requests)	2,071	1,715	1,791	1,800

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Went live with Munis Payroll/HR module project.
- ◆ Initiated live streaming of City Council meetings.
- ◆ Installed new recording hardware and software for Animal Shelter surveillance cameras.
- ◆ Completed the conversion of phones to VOIP.
- ◆ Implemented a new internal helpdesk system with substantial cost savings.
- ◆ Completed 911 system software upgrade.
- ◆ Successfully went live with gigabit internet connection for library patron and upgraded the Wifi for both staff and public use.
- ◆ Implemented WiFi for the Landecena building.

## **HUMAN RESOURCES**

The Human Resources Division is responsible for the recruitment and retention of the City's workforce, labor relations, employee benefits, training and development, classification and pay, affirmative action, safety, and transportation management programs. The Division also administers the self-funded insurance programs that include: workers' compensation, unemployment, long-term disability and liability.

Through the development and implementation of City-wide personnel policies and procedures, the Human Resources Division assists other departments in recruiting, developing and retaining high-

quality employees. The Division's responsibilities are to adopt, amend, and enforce merit system rules and employment practices. The Division also manages the recruitment and certification of employees, creates employee job descriptions, and administers the employee performance evaluation program and disciplinary appeals process. The labor relations function includes negotiations with representatives of the City's seven bargaining units, and administration of negotiated labor contracts and grievance procedures.

The Division coordinates and contracts for group health, life, dental and vision insurance programs for City employees; administers the deferred compensation program, Employee Assistance Program, the City's service awards program; and, coordinates the employee training and development program.

The Division also manages the employee Rideshare program, including purchasing vehicles that meet the emission standards using AQMD funding. In addition, the Division manages the Safety program to ensure that best practices are used in maintaining a safe work environment and compliance with CalOSHA requirements.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>HUMAN RESOURCES</b>				
HR MANAGER	0.00	1.00	1.00	1.00
SENIOR HUMAN RESOURCES ANALYST	1.00	0.00	0.00	1.00
HUMAN RESOURCES ANALYST	1.00	1.00	1.00	1.00
HUMAN RESOURCES SPECIALIST	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	0.75	1.00	0.00	0.00
ADMINISTRATIVE ASSISTANT I	0.00	0.00	1.00	0.00
<b>TOTAL DIVISION</b>	<b>3.75</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ Complete implementation of the payroll and human resources module of the software system.
- ◆ Conduct an RFP process for the Liability & Loss Prevention Program to ensure competitive pricing and improve services provided by a third party administrator.
- ◆ Continue to monitor the performance evaluation system to obtain optimum performance from City employees while setting achievable goals and objectives for all staff annually.
- ◆ Continue to update various City Administrative Policies and Procedures to ensure compliance with State and Federal regulations as required.
- ◆ Annually update the City Merit Rules and Regulations to ensure consistency with applicable laws as required.

- ◆ Continue to update the New Hire Orientation Program by developing a more comprehensive video-sharing website process so that new employees become knowledgeable of the City's department functions, municipal government operations, and to better understand their employee benefits without leaving their worksites.
- ◆ Improve the timeline of filling positions by creating a recruitment and succession strategy for addressing future vacancies with the City.
- ◆ Continue the partnership with Keenan and Kaiser to enhance the current Wellness Program for employees.
- ◆ Develop a partnership with Upland High School Career Development Program to expand the current Internship Program focus on student leadership in government.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Number of recruitments concluded	56	70	58	70
Number of employees participating in the Rideshare program	43	43	45	45
Number of employee safety meetings	2	2	2	4
Number of applications processed	5,500	5,500	5,450	5,500
Percent of recruitments completed within 8-week timeline	90%	80%	80%	90%
Percent of claims processed within 45-day timeline	100%	100%	100%	100%

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Filled a total of 92 full and Part-Time positions.
- ◆ Completed a market survey of competitive pricing for benefit programs, which may have resulted in an overall impact to the City's OPEB liability.
- ◆ Entered into partnership with Keenan to enhance the current Wellness Program for employees.
- ◆ Monitored the performance evaluation system to obtain optimum performance from City employees while setting achievable goals and objectives for all staff annually.
- ◆ Continued to update various City's Administrative Policies and Procedures to ensure compliance with State and Federal regulations as required.

- ◆ Increased Rideshare participation and activities by increasing marketing strategies and incentives.
- ◆ Monitored Keenan's on-line safety training program for City Employees to view videos and webinars to meet training goals and requirements.
- ◆ Successfully offered training workshops for employees at little or no cost to meet the City's training goals and objectives. Some of the highlighted topics included Supervisory Leadership Academy, Effectively Dealing with Changing Workplace, Strengthening the Team, Building a Cohesive Inclusive Team, Understanding Your 457 Plan, Investing for a Lifetime, Importance of Financial Planning, Workers' Compensation 101, Supervisory Skills for the First Line Supervisor/Manager, Managing the Marginal Employee, Managing Performance Through Evaluation, Public Sector Employment Law Update, and, Preventing Workplace Harassment, Discrimination and Retaliation.
- ◆ Continued the partnership agreement with the Universities of La Verne and Phoenix to offer employees a 10% discount towards tuition.
- ◆ Updated the New Hire Orientation Program by developing a more comprehensive and interactive program so new employees become knowledgeable of the City's department functions, municipal government operations, and to better understand their employee benefits.

## **SELF-FUNDED INSURANCE**

The City of Upland is self-funded for workers' compensation, unemployment, long-term disability, and liability claims. The insurance programs are managed by the Human Resources Department, with the assistance of third-party administrators. The costs of managing the Self-Insurance programs of the City are allocated back to the specific departments involved in the claims. Revenue is generated by internal user fees.

The City has coverage for incidents with expense in excess of five hundred thousand dollars (\$500,000) for workers compensation, and four hundred thousand dollars (\$400,000) for public liability claims.

The mission is to protect the City's assets and service capabilities against the financial consequences of loss. To provide advice and support to City Departments in hazard identification and mitigation activities as it relates to the areas of liability, occupational health and safety, and property loss risks.

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To continue improving the health and welfare programs to include resources such as on-going health related webinars, newsletters and healthy tips to develop and maintain a balanced personal and work lifestyle for employees, thereby, increasing employees moral and productivity in the workplace.



- ◆ To continue exploring effective cost containments strategies through conducting monthly bill review of claim payments, monitoring utilization review referrals, and conducting quarterly claim reviews so that best practices in workers' compensation claims handling is used and monetary savings are realized.
- ◆ To engage departments in the workers' compensation process such as providing on-going education to employees on minimizing injuries and proper safety precautions when performing job functions; providing on-going education to supervisors and managers on the interactive process for returning employees to work with restrictions; and, implement a safe workplace campaign to promote employees participation in reporting unsafe conditions and activities which may lead to potential injuries.
- ◆ To continue to conduct employee training on mandated regulatory programs utilizing Keenan & Associates on-line training programs, Keenan Safe Personnel, so that the City complies with OSHA requirements, minimizes employee injuries, and employs best safety practices.
- ◆ To conduct an RFP process for the Liability and Worker's Compensation Program to ensure the City obtains the most cost effective and efficient services by a third party administrator.
- ◆ To develop additional oversight strategies in litigation claims management, so that effective cost containment methods are used and a reduction in costs realized.
- ◆ To update the City's Contractual Risk Protocols Manual and conduct departmental training by June 2017, so the City's liability in contractual matters with various vendors and contractors is minimized by transfer of risk

## PERFORMANCE MEASUREMENTS

PERFORMANCE MEASUREMENTS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Achieve and maintain the acceptable standard by the excess insurance authority for workers compensation	96%	96%	96%	100%

## FY 2016-17 MAJOR ACCOMPLISHMENTS

- ◆ Engaged departments in the workers' compensation process by providing on-going education to employees on minimizing injuries and proper safety precautions when performing job functions; provided on-going education to supervisors and managers on the interactive process for returning employees to work with restrictions; and, implemented a safe workplace campaign to promote employees participation in reporting unsafe conditions and activities which may lead to potential injuries.

- ◆ Conducted multiple educational training sessions on Workers Compensation Reporting Procedures for supervisors and managers to obtain a clearer understanding of the workers compensation process and the role of the third party administrator (TPA) and accident investigation training.
- ◆ Coordinated four major Safety Inspections of City Buildings and followed up with recommendations to avoid reoccurrences of unsafe incidents.
- ◆ Implemented regular tailgate meetings with Public Works department to ensure safety is a top priority for all employees.
- ◆ Continued to monitor the procedures for handling general liability claims and lawsuits to ensure proper and timely handling by the third party administrator.

## **LIBRARY**

The Upland Public Library provides services to assist the community in obtaining information that meets their personal, educational, and recreational needs. The Library serves as a learning and cultural resource center for all residents and businesses.

The Library provides reference services that include periodicals, audiovisual, and youth services. Staff answers reference questions, selects materials, maintains collections, and assists the public in the use of the library. Other activities include acquiring and cataloging library materials in all formats, maintaining bibliographic databases for public access, processing library materials for public use and preserving the collections in good physical condition.

As authorized in State Education Code Sections 18900-18965, the Library Board of Trustees manages the Library under the direction and legislative authority of the City Council.

The City elected to enter into a public-private partnership with Library Systems & Services, Inc. which began managing the Library on August 1, 2014. LSSI manages the Library's staff in accordance with the community's needs in cooperation with the City and Library Board of Trustees. All Library materials, furnishings and buildings remain the property of the citizens and City of Upland.

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ Continue to provide, improve, and expand successful, enriching and popular adult, teen, and children's programs.
- ◆ Continue to increase our downloadable book and audiobook collections to facilitate 24 hour availability of entertainment and educational materials.

- ◆ Continue to encourage community members to engage with the library through social media outreach.
- ◆ Continue to improve our Literacy Program to support adults seeking to improve their reading, writing and English language skills to increase educational and employment achievement in our community.
- ◆ Continue to create a comfortable, welcoming atmosphere by improving the Library's environment and displays.
- ◆ Work with dedicated community members to expand the children's section by enclosing the west patio, a project to be entirely funded by donations.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Library programs provided to the community	60	544	550	575
Library requests filled during the year	25,000	15,831	20,959	22,000
Adult literacy students	85	88	85	85
Presentations about Upland and the Inland Empire's history	5	3	5	5
Circulation	158,081	172,718	174,722	175,000
Online database users	12,000	18,769	20,000	20,000
New Card Registrations	5,169	4,988	4,950	5,000
Internet use by patrons	30,000	31,844	31,000	32,000

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Upland Library and City IT have completed the \$30,000 grant project to improve the library's internet capacity by connecting to the Department of Education's high-speed internet backbone.
- ◆ The Library has partnered with the Braille Library to provide audio books and specialty audio equipment for the vision impaired. People who qualify for the service can sign up at Upland Library and receive a player on the spot.
- ◆ The Seed Library (where gardeners can get free organic, heirloom seeds) is growing in popularity and provides an important outreach opportunity to partner with agricultural and family programs in our area.

- ◆ Library staff engaged with the community outside of the library by participating in the Christmas Parade, Air Fair, and Friends of the Library book sale at the Lemon Fest. This allowed us to engage people who are not presently library users and encourage them, especially families, to sign up for library cards.
- ◆ Literacy staff developed a volunteer-led program for people to practice conversational English. This successful program has grown to several sessions per week. Learners who achieve a baseline competency will be able to: progress in social integration, achieve job success, and support their children's education.
- ◆ The Upland Interfaith Council continued its partnership with staff to support the monthly "Conversations About God" series with knowledgeable speakers. These events are well-attended, with audiences averaging 40-50 attendees. The goal of this program is to increase understanding and awareness of different faith groups in our community.
- ◆ Alternate sources of funding received by the Library:
  - Received a \$27,000 California State Literacy Services grant to support our Literacy Program.
  - Raised \$5,000 at our Literacy Bee fundraiser.
  - Received over \$20,000 from private donors, Barnes & Noble and the Friends of the Library which funded support services and programs.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2017-18 ADOPTED BUDGET**

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b><u>ADMINISTRATIVE SERVICES</u></b>					
<b>1301 FINANCE</b>					
Personnel	\$ 632,843	\$ 585,228	\$ 804,346	\$ 716,390	\$ 781,830
Maintenance & Operations	1,315,989	1,157,989	1,041,340	1,383,122	1,245,390
Capital Outlay	-	-	-	-	-
TOTAL FINANCE	\$ 1,948,832	\$ 1,743,217	\$ 1,845,686	\$ 2,099,512	\$ 2,027,220
<b>1302 MAIL/PRINTING SERVICES</b>					
Personnel	\$ 13,592	\$ 15,713	\$ 16,820	\$ 16,820	\$ 11,440
Maintenance & Operations	(12,956)	67,725	81,262	81,262	77,426
Capital Outlay	-	-	-	-	-
TOTAL MAIL/PRINTING SERVICES	\$ 636	\$ 83,438	\$ 98,082	\$ 98,082	\$ 88,866
<b>140X INFORMATION SYSTEMS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	1,227	(363)	-	-	-
Capital Outlay	-	-	-	-	-
TOTAL NON-DEPARTMENTAL	\$ 1,227	\$ (363)	\$ -	\$ -	\$ -
<b>1501 LIBRARY</b>					
Personnel	\$ 254,748	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	1,420,537	1,525,661	1,671,352	1,671,352	1,564,047
Capital Outlay	-	-	-	-	-
TOTAL CITY CLERK	\$ 1,675,285	\$ 1,525,661	\$ 1,671,352	\$ 1,671,352	\$ 1,564,047
<b>1504 NON-DEPARTMENTAL</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	(31)	-	-	-	50,676
Capital Outlay	-	-	-	-	-
TOTAL NON-DEPARTMENTAL	\$ (31)	\$ -	\$ -	\$ -	\$ 50,676
(Move the expenses to the appropriate division)					
<b>1601 HUMAN RESOURCES</b>					
Personnel	\$ 236,426	\$ 179,983	\$ 200,620	\$ 200,620	\$ 104,430
Maintenance & Operations	175,856	106,945	199,782	199,782	245,733
Capital Outlay	-	-	-	-	-
TOTAL HUMAN RESOURCES	\$ 412,282	\$ 286,928	\$ 400,402	\$ 400,402	\$ 350,163
<b>1602 DEVELOPMENT &amp; TRAINING</b>					
Personnel	\$ 30,601	\$ 32,857	\$ 35,290	\$ 35,290	\$ 99,590
Maintenance & Operations	12,549	11,991	25,500	25,500	26,000
Capital Outlay	-	-	-	-	-
TOTAL DEVELOPMENT & TRAINING	\$ 43,150	\$ 44,848	\$ 60,790	\$ 60,790	\$ 125,590
<b>1603 CITY ATTORNEY</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	392,907	476,038	400,000	590,000	490,000
Capital Outlay	-	-	-	-	-
TOTAL LEGAL SERVICES	\$ 392,907	\$ 476,038	\$ 400,000	\$ 590,000	\$ 490,000

		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>ADMINISTRATIVE SERVICES Continued</b>						
<b>1701</b>	<b>CITY CLERK</b>					
	Personnel	\$ 146,663	\$ 142,769	\$ 208,700	\$ 218,700	\$ 197,600
	Maintenance & Operations	74,664	41,417	126,247	241,247	153,311
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CITY CLERK</b>	<b>\$ 221,327</b>	<b>\$ 184,186</b>	<b>\$ 334,947</b>	<b>\$ 459,947</b>	<b>\$ 350,911</b>
<b>101</b>	<b>TOTAL GENERAL FUND</b>					
	Personnel	\$ 1,314,873	\$ 956,549	\$ 1,265,776	\$ 1,187,820	\$ 1,194,890
	Maintenance & Operations	3,380,742	3,387,403	3,545,483	4,192,265	3,852,583
	Capital Outlay	-	-	-	-	-
	<b>TOTAL</b>	<b>\$ 4,695,615</b>	<b>\$ 4,343,952</b>	<b>\$ 4,811,259</b>	<b>\$ 5,380,085</b>	<b>\$ 5,047,473</b>
<b>211</b>	<b>TOTAL AIR QUALITY MANAGEMENT DISTRICT</b>					
	Personnel	\$ 4,662	\$ 4,822	\$ 4,620	\$ 4,620	\$ 4,620
	Maintenance & Operations	14,800	15,788	30,310	30,310	31,510
	Capital Outlay	-	-	-	-	-
	Capital Improvement Project	-	-	-	-	75,000
	<b>TOTAL AIR QUALITY MANAGEMENT DISTRICT</b>	<b>\$ 19,462</b>	<b>\$ 20,610</b>	<b>\$ 34,930</b>	<b>\$ 34,930</b>	<b>\$ 111,130</b>
<b>301</b>	<b>TOTAL PUBLIC FINANCING AUTHORITY</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	273,409	267,968	280,650	280,650	-
	Capital Outlay	-	-	-	-	-
	<b>TOTAL PUBLIC FINANCING AUTHORITY</b>	<b>\$ 273,409</b>	<b>\$ 267,968</b>	<b>\$ 280,650</b>	<b>\$ 280,650</b>	<b>\$ -</b>
<b>751</b>	<b>TOTAL SELF-FUNDED INSURANCE</b>					
	Personnel	\$ 194,005	\$ 168,730	\$ 306,940	\$ 306,940	\$ 316,344
	Maintenance & Operations	3,823,917	3,629,757	3,526,689	4,105,993	3,704,488
	Capital Outlay	-	-	-	-	-
	<b>TOTAL SELF-FUNDED INSURANCE</b>	<b>\$ 4,017,922</b>	<b>\$ 3,798,487</b>	<b>\$ 3,833,629</b>	<b>\$ 4,412,933</b>	<b>\$ 4,020,832</b>
<b>753</b>	<b>INFORMATION SYSTEMS FUND</b>					
	Personnel	\$ 313,362	\$ 311,144	\$ 315,360	\$ 315,360	\$ 344,050
	Maintenance & Operations	442,075	920,004	1,039,870	1,098,249	1,017,609
	Capital Outlay	-	-	46,000	116,000	297,154
	<b>TOTAL INFORMATION SYSTEMS FUND</b>	<b>\$ 755,437</b>	<b>\$ 1,231,148</b>	<b>\$ 1,401,230</b>	<b>\$ 1,529,609</b>	<b>\$ 1,658,813</b>
<b>TOTAL ADMINISTRATIVE SERVICES</b>						
	Personnel	\$ 1,826,901	\$ 1,441,246	\$ 1,892,696	\$ 1,814,740	\$ 1,859,904
	Maintenance & Operations	7,934,942	8,220,920	8,423,002	9,707,467	8,606,190
	Capital Outlay	-	-	46,000	116,000	297,154
	Capital Improvement Project	-	-	-	-	75,000
	<b>TOTAL ADMINISTRATIVE SERVICES</b>	<b>\$ 9,761,843</b>	<b>\$ 9,662,166</b>	<b>\$ 10,361,698</b>	<b>\$ 11,638,207</b>	<b>\$ 10,838,248</b>

**CITY OF UPLAND**  
**ADMINISTRATIVE SERVICES DEPARTMENT**  
FY 2017-18 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

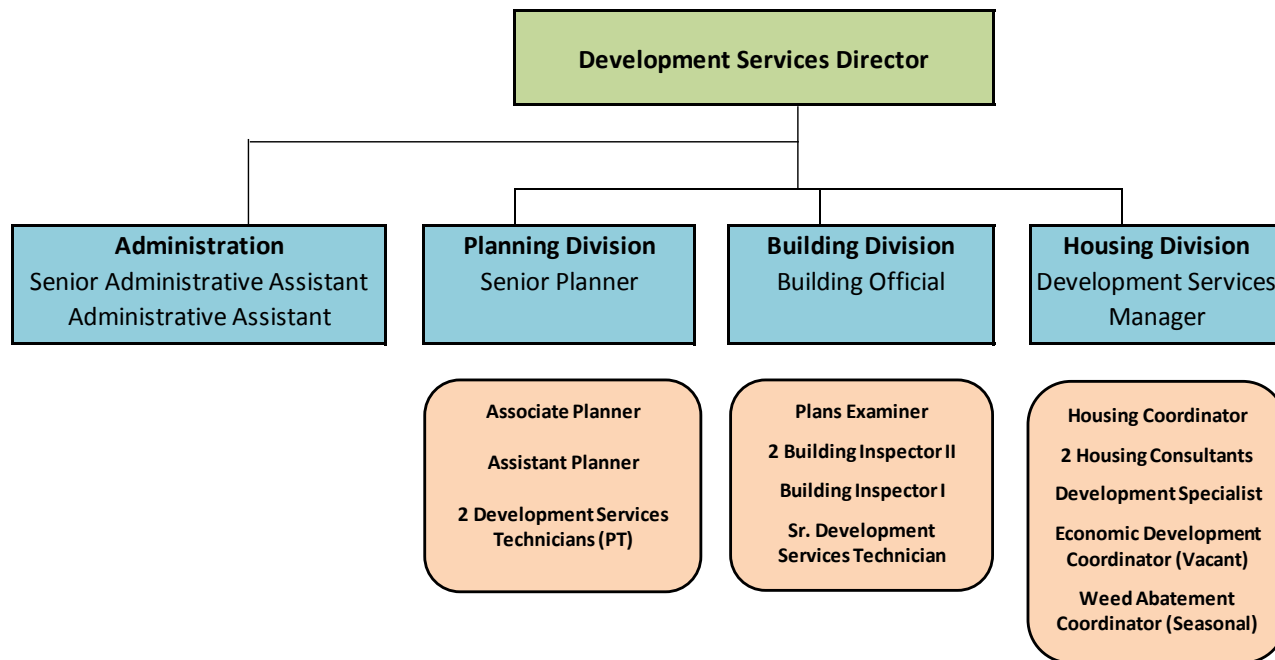
OBJECT CODE	EXPENSE CLASSIFICATION	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
	<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	\$ 18,483	\$ 11,646	\$ 38,860	\$ 48,860	\$ 21,000
5111	Salaries- Full Time	1,191,782	916,485	1,097,306	1,006,672	1,068,730
5112	Salaries- Temporary/ Part Time	98,493	128,297	103,010	116,068	90,100
5113	Overtime	9,377	18,416	47,000	47,000	27,000
5116	Fringe Benefits	225,118	192,984	255,240	249,582	258,590
5117	Retirement Contributions	245,628	239,283	305,250	300,528	111,320
5118	Employee LTD Costs	38,015	33,513	46,030	46,030	46,034
5119	Unfunded Annual PERS Liability	-	-	-	-	237,130
5126	Fringe Benefits- Sworn Fire	6	-	-	-	-
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 1,826,902</b>	<b>\$ 1,540,624</b>	<b>\$ 1,892,696</b>	<b>\$ 1,814,740</b>	<b>\$ 1,859,904</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	\$ 44,069	\$ 45,479	\$ 46,640	\$ 46,640	\$ 45,582
5212	Advertising	20,038	18,463	19,600	9,600	21,400
5213	Dues & Subscriptions	3,762	2,822	10,815	10,815	11,585
5215	Training/ Conferences/ Meetings	28,466	27,162	30,520	30,520	30,650
5216	Office Supplies	17,581	19,160	35,265	35,265	36,615
5217	Other Supplies/Materials	1,949	2,760	3,150	3,150	4,250
5219	Registration/ License/ Permits	-	-	8,600	8,600	43,900
5220	Fuel Usage	835	713	2,800	2,800	2,800
5221	Mileage Reimbursement	346	443	700	700	600
5222	Print/ Mail Charges	(60,477)	-	-	-	-
5223	Information Systems Charges	354,477	258,784	307,472	307,472	289,252
5224	Vehicle Charges	1,880	3,982	4,505	4,505	2,295
5225	Building Maint & Operations	77,974	78,621	119,427	119,427	55,210
5232	Computer Equip (Under 5,000)	24,970	91,339	110,390	110,390	31,500
5233	Other Equipment (Under 5,000)	13,871	1,107	-	-	-
5241	Utilities- Electric	63,091	61,627	67,410	67,410	-
5242	Utilities- Gas	1,811	1,791	3,210	3,210	-
5243	Utilities- Telephone	91,680	286,661	385,445	387,334	330,042
5246	Maintenance- Equipment	54	-	-	-	-
5248	Maintenance- Other	53,228	87,848	67,700	67,700	69,200
5251	Legal Services	911,341	555,231	981,400	1,171,400	1,071,400
5252	Professional Services	145,231	178,897	270,646	311,140	123,100
5253	Contract Services	1,001,075	1,118,815	1,144,010	1,144,010	1,174,995
5254	Data Processing Services	235,365	247,600	291,200	347,690	418,000
5255	Banking Services	43,245	48,600	65,660	65,660	61,660
5258	Other Services	618,185	734,933	588,630	1,090,522	1,009,184
5261	Books & Digital Materials	95,046	88,043	-	-	160,000
5262	Library Books- Children	-	-	120,000	120,000	-
5271	Insurance Premium	845,658	895,256	908,815	931,815	915,100
5272	Claims Expense	2,383,050	2,362,841	1,868,000	2,345,000	1,896,648
5273	Workers Compensation Charges	91,178	-	-	-	107,494
5274	Unemployment Charges	-	-	2,681	2,681	4,806
5275	Long-term Disability Charges	-	-	3,715	3,715	4,838
5276	Liability Charges	6,636	-	-	-	84,765
5277	Loss Prevention Charges	-	-	3,535	3,535	5,089
5321	Employee Incentive	14,634	15,116	29,110	29,110	30,310
5322	Health Premiums- Retirees	471,831	486,787	510,330	510,330	240,000
5323	PERS Supplement	35,507	30,242	44,975	44,975	43,140
5326	Medical- Retirees	-	-	-	-	138,000
5327	Dental- Retirees	-	-	-	-	46,200
5328	Vision- Retirees	-	-	-	-	4,080
5421	Lease Principal Expense	34,181	108,284	93,646	97,346	92,500
5424	Bond Principal Payment	235,000	245,000	250,000	250,000	-
5425	Bond Interest Expense	28,175	17,135	23,000	23,000	-
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 7,934,942</b>	<b>\$ 8,121,542</b>	<b>\$ 8,423,002</b>	<b>\$ 9,707,467</b>	<b>\$ 8,606,190</b>
	<b>CAPITAL OUTLAY</b>					
5530	Machinery & Equipment	\$ -	\$ -	\$ 46,000	\$ 116,000	\$ 261,154
5531	Vehicles	-	-	-	-	36,000
XXXX	Capital Improvement Projects	-	-	-	-	75,000
	<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,000</b>	<b>\$ 116,000</b>	<b>\$ 372,154</b>
	<b>TOTAL DEPARTMENT</b>	<b>\$ 9,761,844</b>	<b>\$ 9,662,166</b>	<b>\$ 10,361,698</b>	<b>\$ 11,638,207</b>	<b>\$ 10,838,248</b>

(This Page Left Intentionally Blank)



# Development Services

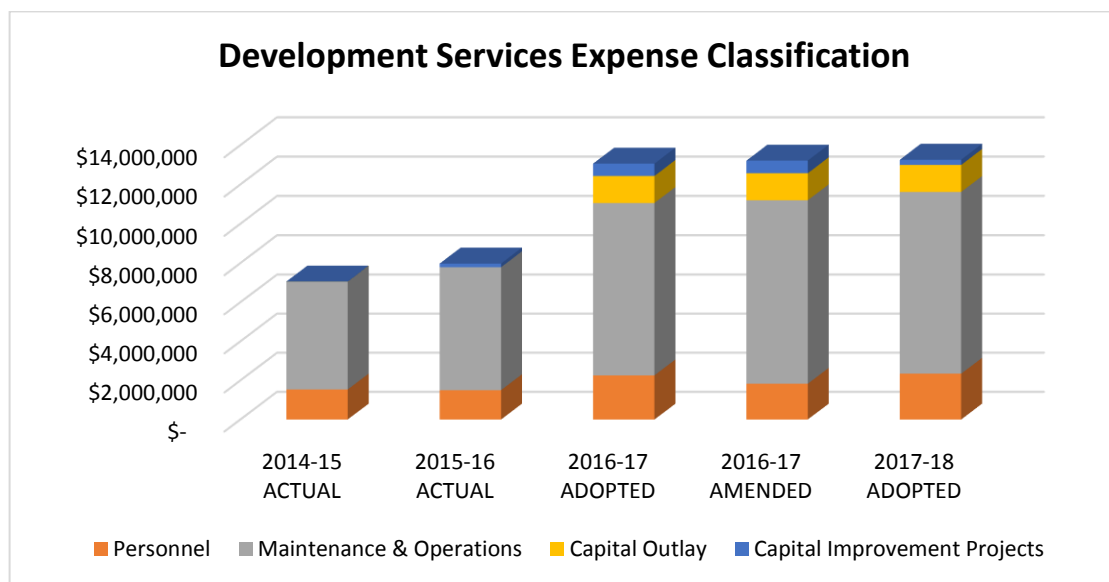
City of Upland  
Development Services - Organizational Chart  
Fiscal Year 2017-18



## MISSION STATEMENT

To guide development of a viable community, including both quality living environments and expanded economic opportunities, while protecting the public health, safety, and welfare of the residents and general community.

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>EXPENSE CLASSIFICATION</b>					
Personnel	\$ 1,535,986	\$ 1,526,577	\$ 2,257,550	\$ 1,829,775	\$ 2,346,150
Maintenance & Operations	5,511,955	6,265,716	8,800,390	9,467,033	9,271,708
Capital Outlay	6,858	-	1,375,000	1,275,000	1,375,000
Capital Improvement Projects	5,441	185,026	626,014	641,634	264,688
<b>TOTAL BUDGET</b>	<b>\$ 7,060,240</b>	<b>\$ 7,977,319</b>	<b>\$ 13,058,954</b>	<b>\$ 13,213,442</b>	<b>\$ 13,257,546</b>



	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>FUNDING SOURCES</b>					
GENERAL FUND	\$ 1,200,219	\$ 1,535,629	\$ 1,376,376	\$ 1,491,189	\$ 1,669,410
HOUSING	3,829,026	3,473,641	5,676,750	5,684,430	6,135,345
CDBG	358,875	511,142	812,909	844,904	594,502
HOME	12,500	254,500	790,000	790,000	180,000
CALHOME	156,000	-	820,600	820,600	880,600
PBIA	58,759	3,536	50,000	50,000	146,000
SUCCESSOR AGENCY	1,444,861	2,198,871	3,532,319	3,532,319	3,651,689
<b>TOTAL BUDGET</b>	<b>\$ 7,060,240</b>	<b>\$ 7,977,319</b>	<b>\$ 13,058,954</b>	<b>\$ 13,213,442</b>	<b>\$ 13,257,546</b>

## **PLANNING**

The Planning Division plays a critical role in achieving Upland's goals and objectives for the physical development of the community. By reviewing development proposals from developers, business owners, and homeowners, the Division ensures that new development complements the community and is consistent with the City's policies and regulatory requirements. The Division also ensures conformance with the California Environmental Quality Act (CEQA), National Environmental Protection Act (NEPA), and the State Subdivision Map Act (SMA). Planning staff also provides support to Code Enforcement activities and prepares environmental documentation for Capital Improvement Projects.

To ensure projects are reviewed comprehensively, staff in the Planning Division act as project managers and coordinate the review of other City departments and outside agencies to ensure development is consistent with their area of responsibility, requirements, and operational duties as well. The Planning Division also coordinates and participates in the Technical Review Committee and Design Review Committee, supports and acts as the liaison to the Planning Commission, and supports the City Council in all planning matters.

The Division also focuses on a variety of advance planning topics such as policy development related to development, historic preservation, land use compatibility with Cable Airport, and regional planning efforts. In 2016, the Division prepared updates to several Development Code sections regulating Massage Establishments, Recreational Vehicle Storage, property maintenance standards, and the Citation Ordinance. In addition, the Division plans to revise the Sign Ordinance and Landscape Chapter of the Development Code later this year.

## **BUILDING AND SAFETY**

The Building Division is responsible for providing reasonable controls for construction, occupancy of buildings, and structures consistent with state and federal laws.

The role of the Building Department is to:

- a. Enforce all building-related municipal codes.
- b. Adopt the latest Building Codes and Standards.
- c. Provide Uniformity in construction by collaborating with surrounding cities.
- d. Review and approve Alternate Methods and Materials of construction.
- e. Encourage environmental sustainability through the construction of energy efficient buildings.
- f. Provide quality customer service by delivering timely plan reviews and inspections.

## **WEED ABATEMENT**

The Weed Abatement Division is responsible for removing the potential for fire hazards, safety hazards, or public nuisance that may exist from extensive weed overgrowth and rubbish accumulations on public and private properties.

## ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for developing and administering fiscally sound programs to stimulate economic activity and enhance City revenues. A main activity is business attraction, retention, and expansion by promoting and assisting primary commercial districts in a manner that benefits the residents and general community. Economic Development is also responsible for management and administration of City-owned properties.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>BUILDING AND PLANNING</b>				
DEVELOPMENT SERVICES				
DIRECTOR	1.00	1.00	1.00	1.00
DEVELOPMENT SERVICES MGR	1.00	1.00	1.00	1.00
ECONOMIC DEVELOPMENT				
COORDINATOR	0.00	0.00	1.00	1.00
DEVELOPMENT SPECIALIST	1.00	1.00	1.00	1.00
PLANNING MANAGER	1.00	0.00	0.00	0.00
SENIOR PLANNER	0.00	1.00	1.00	1.00
ASSOCIATE PLANNER	0.00	0.00	1.00	1.00
ASSISTANT PLANNER	2.00	2.00	1.00	1.00
SENIOR ADMINISTRATIVE				
ASSISTANT	1.00	2.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	0.00	0.00	1.00	0.00
ADMINISTRATIVE ASSISTANT	0.00	0.00	0.00	1.00
BUILDING OFFICIAL	1.00	1.00	1.00	1.00
BUILDING INSPECTOR I	0.00	1.00	1.00	1.00
BUILDING INSPECTOR II	2.00	2.00	2.00	2.00
PLANS EXAMINER	1.00	1.00	1.00	1.00
SENIOR DEVELOPMENT SVC				
TECHNICIAN	0.00	0.00	0.00	1.00
SENIOR COUNTER TECHNICIAN	0.00	0.00	1.00	0.00
COUNTER TECHNICIAN	1.00	1.00	0.00	0.00
<b>CODE ENFORCEMENT</b>				
CODE ENFORCEMENT OFFICER	3.00	0.00	0.00	0.00
<b>TOTAL DIVISIONS</b>	<b>15.00</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>

## FY 2017-18 GOALS AND OBJECTIVES

### PLANNING

- ◆ To continue the General Plan Update. Implement actions to achieve the community's vision over time. Incorporate the goals, policies, and actions articulated in the General Plan Update into the City's budgeting process.
- ◆ To prepare zoning code update regulating e-cigarette uses. This update may include other related uses such as vape, hookah, and cigar shops and lounges.
- ◆ To improve the on line experience by posting application forms, submittal requirements, and commonly requested information.

- ◆ To implement the Blue Ribbon Committee's recommendations related to the development process.
- ◆ To coordinate with IT in the implementation of Energov permitting and land management software system with modules for Planning, Engineering, Building, Fire, Code Enforcement, and Business License.
- ◆ To continue to process land use entitlements and provide plan review and inspection services in a timely manner.

## **BUILDING AND SAFETY**

- ◆ To provide the highest level of service to our customers.
- ◆ To continue to provide over-the-counter service for pools, patio covers, re-roofs, water heaters and other similar construction and facilitate a streamlined permit process.
- ◆ To assure that all construction meets local, state and federal guidelines and codes, ultimately delivering safe new construction in our City.
- ◆ To provide opportunities for Inspectors to learn plan review techniques in an effort to cross train staff.

## **WEED ABATEMENT**

- ◆ To continue the weed abatement program.
- ◆ To inspect 21,500 properties for possible violations.
- ◆ To abate 350 properties.
- ◆ To resolve all violations as efficiently and effectively as possible.

## **ECONOMIC DEVELOPMENT**

- ◆ To continue to strengthen relationships with the County of San Bernardino Economic Development Agency and other regional agencies.
- ◆ To encourage economic growth by raising public awareness of existing business and employment resources and/or services promoting job creation and retention.
- ◆ To continue to seek outside financial resources (i.e., Federal, State or private grants/loans) in order to carry out economic development programs and/or activities.
- ◆ To continue to partner with the Upland Chamber of Commerce in providing essential business resources to the community.

- ◆ Using our economic development partner, JLL, continue to develop a citywide economic development marketing strategy that will focus on business attraction and retention.
- ◆ To continue to provide training and business assistance services through Upland's Small Business Development Center.
- ◆ To continue to efficiently manage City-owned real estate including leasing of City-owned parcels.
- ◆ To continue to assist in the facilitation of building and site reuse and expansion opportunities while accommodating evolving retail trends.
- ◆ To continue to encourage the development of sustainable revenue-generating commercial, office, residential, and light industrial spaces diversifying the community's industrial base.
- ◆ To continue to support the Downtown Specific Plan, General Plan policies, College Heights Economic Development Strategy, and zoning code regulations that work to promote and encourage a mixture of pedestrian friendly retail, service, and mixed-use lifestyle land uses.
- ◆ To evaluate opportunities to assist new and existing businesses with permitting, land entitlement, and long-term business retention and development.
- ◆ To continue to support the City's efforts to develop a green and sustainable program intended to increase the conservation of resources and reduce environmental impacts with an emphasis on energy, water, air quality, solid waste, land use, and transportation.
- ◆ To continue to assist in marketing all approved PACE programs.
- ◆ Continued to implement the Commercial Rehabilitation Program (CRP) and Business Assistance & Attraction Program (BAAP) for the Historic Downtown Façade Revitalization project area.

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

### **PLANNING**

- ◆ Completed updates to Development Code section regulating Massage Establishments, Recreation Vehicle Storage, property maintenance standards, and the Citation Ordinance.
- ◆ Participated in and coordinated the review of more than 236 planning projects through the Administrative Approval, Design Review Committee, Planning Commission and City Council by March 2017.
- ◆ Coordinated with other City Departments to process and issue approximately 80 Special Event and Film Permits.

- ◆ Continued to work with the Finance Division to implement a streamlined process for reviewing and approving zoning clearances for business license applications.
- ◆ Worked with Community Services to review Special Projects and Event Permits for City-sponsored events.
- ◆ Provided environmental review and assistance to Public Works on CIP projects.
- ◆ Assisted Code Enforcement in interpreting and applying the requirements of the Upland Municipal Code for code enforcement cases.
- ◆ The Planning Division is working with regional agencies such as SBCTA, SCAG, Gold line Authority and Caltrans to implement regional planning projects. Such projects include the San Bernardino County Transportation Agency's (SBCTA) Metro Link Station Accessibility Project, the San Bernardino I-10 Freeway Corridor Improvement Project, and the Los Angeles and San Bernardino Inter-County Transit and Rail Connectivity Study.

## **BUILDING AND SAFETY**

- ◆ Worked with the City's Finance Department and outside consulting firm in the development of a new software program for the collection of building permit fees.
- ◆ Performed plan reviews within the 2 to 4 weeks turn-around time limit for approximately 900 submitted applications.
- ◆ Conducted 99% of 4,225 inspections within 24 hours of request.
- ◆ Issued approximately 1,900 permits for various building, mechanical, electrical and plumbing construction projects.

## **WEED ABATEMENT**

- ◆ Inspected 21,484 properties.
- ◆ Sent out 355 abatement notices.
- ◆ Abated 51 properties via the City (private contractor).
- ◆ Assessed and liened 346 properties.

## **ECONOMIC DEVELOPMENT**

- ◆ Provided training and business assistance services to businesses through Upland's Small Business Development Center.
- ◆ Assisted in implementing the City's participation with five (5) open PACE programs.

- ◆ Negotiated two lease agreements; one for an existing cell tower facility and one new cell tower facility.
- ◆ Negotiated a new parking signage program for Downtown parking areas.
- ◆ Created a new paid parking program for Metrolink Parking lots.
- ◆ Entered into a new Lease Agreement with Sweet Obsession Cheesecake.
- ◆ Continued to promote mixed-use development in Downtown.
- ◆ Continued to efficiently manage City-owned real estate including leasing of City-owned parcels.
- ◆ Prepared and submitted the Possessory Interest Report to the San Bernardino County Assessor's Office by February 15, 2017.
- ◆ Reissued one (1) RFP to lease a City-owned property (Historic Fire Station).
- ◆ Reissued one (1) RFP to sell City-owned property located at Arrow Route/2<sup>nd</sup> St., Washington Blvd and Euclid Ave/Laurel Ave.
- ◆ Renegotiated and amended the Pacific Wine Merchants Lease.
- ◆ Prepared and executed a Purchase and Sale Agreement for city owned property located at 3<sup>rd</sup> Ave and "C" St. in historic downtown.
- ◆ Received payment from Mission Car Wash and negotiated a payment plan for back rent due.
- ◆ Renegotiated the lease with Bank of America for the kiosk located within the Civic Center parking lot.
- ◆ Continued to negotiate new lease terms with Dry Dock Depot.
- ◆ Continued to implement the Agreement with Small Business Development Center at a reduced annual cost.
- ◆ Assisted historic downtown Upland merchants group in restarting the Farmers Market.
- ◆ Executed a Lease Agreement with the YMCA to expand their leased space to construct additional outdoor amenities.
- ◆ Continued to implement the MOU with the San Bernardino County Department of Environmental Health Services.
- ◆ Received approval for three (3) more open PACE programs.



## PLANNING

PERFORMANCE MEASUREMENTS	2013-14 ACTUAL	2014-15 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
General Plan Amendments	-	-	-	1
Zone Change/Code Amendments	-	-	6	3
Specific Plan Reviews	-	-	2	1
Conditional Use Permits	13	13	19	15
Site Plan Reviews	15	15	28	30
Design Reviews	78	78	32	34
Sign Design Reviews*	N/A	N/A	56	59
Parcel Map/Tract Maps	3	3	6	8
Administrative Use Permits	16	16	20	22
Administrative Determinations	22	22	5	8
Environmental Impact Reports/Negative Declarations	5	5	5	6
Special Event Permits	102	102	80	75
Appeals	-	-	-	1
*Sign Design Reviews separated from Project Design Reviews in July 2016				

## BUILDING AND SAFETY

PERFORMANCE MEASUREMENTS	2013-14 ACTUAL	2014-15 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Inspections within 24 hours	99%	99%	99%	99%
Total number of inspections	4,225	4,225	5,200	5,200
Plan check turn-around time (business days)	2 – 4 weeks	2 – 4 weeks	2 – 4 weeks	2 – 4 weeks
Total number of plan checks	330	330	900	900
Total number of building permits issues	1,563	1,563	1,900	1,900
New commercial buildings	12	12	15	8
New residential buildings	78	78	105	130
New multi-family units	-	-	110	164

## WEED ABATEMENT

PERFORMANCE MEASUREMENTS	2013-14 ACTUAL	2014-15 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Properties Inspected	850	820	21,484	21,500
Properties Assessed/Liened	40	65	346	350
Notices Sent Out	N/A	N/A	355	350
Properties Abated	N/A	N/A	393	350

## HOUSING

### MISSION STATEMENT

To administer and implement the Low and Moderate Income (LMI) Housing program consistent with available resources, provide for the development and implementation of housing programs to increase, improve or preserve affordable housing within the City's corporate limits for persons or families of low to moderate incomes.

PERSONNEL				
PERMANENT POSITIONS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
HOUSING HOUSING COORDINATOR	1.00	1.00	1.00	1.00
<b>TOTAL DIVISION</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### LOW AND MODERATE INCOME HOUSING PROGRAM

The Housing Division is responsible for the administration and implementation of the Low and Moderate Income (LMI) Housing program consistent with available resources, provide for the development and implementation of housing programs to increase, improve or preserve affordable housing within the City's corporate limits for persons or families of low to moderate incomes.

### FY 2017-18 GOALS AND OBJECTIVES

- ◆ To acquire one (1) four-plex apartment building to create Homeless/Affordable housing in the Magnolia Colony/9<sup>th</sup> Street/San Antonio Area.
- ◆ To pursue the DDA with Upland Community Housing Inc. ("UCHI"), work cooperatively with UCHI for the construction of a 72-unit enhanced senior residential development (expansion of the "Coy Estes" senior housing apartments).

- ◆ To issue RFP's to develop the Washington Avenue & 1<sup>st</sup> and A Street sites as appropriate.
- ◆ To pursue the Emergency Repair Program (ERP), assist up to 35 very low-income families with small-scale emergent code repairs on their owner-occupied single-family homes or mobile homes.
- ◆ To subsidize financing of approximately one (1) new Housing Improvement Program (HIP) single-family housing rehabilitation project loans.
- ◆ To continue to assist in marketing the County's Home Weatherization Grant Program and the Neighborhood Stabilization Program, Building Industry Association Housing Action Resource Trust Program and California Department of Insurance Earthquake Retrofit Loan Program.
- ◆ To continue to support the Homeless Stakeholders objectives.
- ◆ To prepare and submit the annual Housing Element activities report to HCD.
- ◆ To consider new unsolicited housing proposals as appropriate or necessary.
- ◆ To develop strategies to create additional affordable housing opportunities.
- ◆ To administer the City's Mobile Home Park Rent Control Ordinance.
- ◆ To prepare the year-end financial statement for the Housing Fund properties.

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Earned approximately a net \$1.8 million from the efficient operation of the Sunset Ridge, Village and Magnolia Colony Apartments.
- ◆ Completed 20 Agency-funded Emergency Repairs Program (ERP) small-scale rehabilitation projects.
- ◆ Continued discussions to create a financial strategy for the housing rental properties.
- ◆ Continued to implement UCHI's loan agreement which will assist with the construction of a proposed 72 unit senior affordable housing development project.
- ◆ Assisted in marketing the County's Home Weatherization Grant Program, Building Industry Association Housing Action Resource Trust Program and California Department of Insurance Earthquake Retrofit Loan Program.
- ◆ Prepared and submitted the Annual Housing Element activities report to the Department of Housing and Community Development.
- ◆ Provided monitoring oversight to 306 affordable housing units.

- ◆ Participated financially with the San Bernardino County Office of Homeless Services to conduct the HUD required “Point in Time Count” for the homeless population.
- ◆ Administered the City’s Mobile Home Park Rent Control Ordinance.
- ◆ Reconciled program loans related to the financial audit.
- ◆ Balanced the Housing Rent Revenue budget for FY 2016-17.
- ◆ Received 2 loan payoffs for FY 2016-17.

## **HOME INVESTMENT PARTNERSHIP PROGRAM**

The Housing Division is responsible for the administration of the State HOME/CALHOME Programs consistent with applicable Federal and State rules and regulations, as well as City Council policies and directives in order to improve the City’s housing stock and promote home ownership.

The mission is to administer the City’s State HOME/CALHOME Program consistent with applicable Federal and State rules and regulations, as well as City Council policies and directives in order to improve the City’s housing stock and promote home ownership.

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To implement the City’s State HOME and /CalHome programs grant resources to finance approximately 2 new Housing Improvement Program (HIP) single-family housing rehabilitation project loans.
- ◆ To service the approximately \$12 million State HOME and CalHome program loan portfolio.
- ◆ To continue to implement the new green building standards in the Housing Improvement Program.
- ◆ To update program manuals, as needed.
- ◆ To prepare and submit timely, all State HOME and CalHome program HCD annual financial and performance reporting documents.
- ◆ To continue to develop the Tenant Based Rental Assistance & Rental Rehabilitation Acquisition Programs.

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Completed two (2) Housing Improvement Program (HIP) loan funded large scale rehabilitation projects.
- ◆ Completed one (1) First time Home Buyer Loan, CalHome Funded.

- ◆ Advertised both programs via the tag line in utility billing and the local newspaper.
- ◆ Prepared and submitted quarterly reports to HCD for both the State HOME and CalHome programs.
- ◆ Successfully completed HCD's annual review of both State HOME and CalHome program grants.
- ◆ Reconciled program loans relative to the City's financial audit.
- ◆ Received three (3) subordinations in FY 2016-17.
- ◆ Received three (3) HOME loan and two (2) CalHome loan payoffs for FY 2016-17 and 1 interest only payment.
- ◆ Prepared and submitted a waiver for the Sales/Value limit (203b) to Housing and Community Development (HCD).
- ◆ Obtained a one (1) year extension of the CalHome Grant from HCD.

## **COMMUNITY DEVELOPMENT BLOCK GRANT**

The Housing Division is responsible for administering the City's annual CDBG Program consistent with applicable Federal rules and regulations, as well as City Council policies and directives. The mission is to administer the City's annual Community Development Block Grant Program (CDBG) consistent with applicable Federal rules and regulations, as well as City Council policies and directives.

### **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To implement the City's \$601,022 CDBG Funds/Program for FY 2017-18 (inclusive of FY 2017-18 funding allocation and prior year carry-over funds).
- ◆ To administer and monitor all sub-recipient CDBG contracts.
- ◆ To continue to provide Fair Housing services through the Inland Fair Housing and Mediation Board.
- ◆ Continue to implement the Business Assistance and Attraction Program (BAAP) to businesses located in the downtown area in order to promote new local jobs to persons of low to moderate income. Assist two (2) BAAP projects.
- ◆ Continue to implement the Commercial Rehabilitation Program (CRP) – Historic Downtown Revitalization façade improvement to preserve and beautify historical commercial corridors. Assist four (4) CRP projects.

- ◆ To develop and file with HUD the annual CDBG Action Plan and e-con planning suite for FY 2017-18.
- ◆ To prepare and submit timely to HUD all annual financial and performance reporting documents.
- ◆ To comply with all applicable HUD directives with respect to the operation of the CDBG program.
- ◆ To continue to participate in HUD trainings.
- ◆ Continue to implement the Emergency Repairs Program (ERP) to assist up to 25 very low income owner occupied households.
- ◆ Continue to implement the Graffiti removal program.

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Administered the City's \$844,904 CDBG Program for FY 2016-17.
- ◆ With assistance from the CDBG Committee and City Council, developed the City's CDBG program for FY 2017-18.
- ◆ Administered and monitored all sub-recipient CDBG contracts.
- ◆ Continued the Emergency Repair Program (ERP) which assisted 5 very low income owner occupied households.
- ◆ Continued to provide Fair Housing services through the Inland Fair Housing and Mediation Board.
- ◆ Prepared and filed with HUD all required financial and performance reporting documents.
- ◆ Continued the Graffiti Removal Program; removed 26,278 Sq. ft of graffiti and conducted 813 inspections.
- ◆ Prepared and submitted the year-end report (CAPER) for FY 2015-16 to HUD and received approval.
- ◆ Received HUD's favorable written approval with respect to the quality of the City's CDBG program operations.
- ◆ Continued to review the goals of the current Analysis of Impediments to Fair Housing Choice with the Inland Fair Housing and Mediation Board.
- ◆ Continued to provide the Business Assistance and Attraction Program (BAAP) to businesses located in the downtown area in order to promote new local jobs to persons of low to moderate income. Assisted two (2) BAAP projects.

- ◆ Continued to implement the Commercial Rehabilitation Program – Historic Downtown Revitalization façade improvement to preserve and beautify historical commercial corridors. Assisted four (4) CRP projects.

## **SUCCESSOR AGENCY ADMINISTRATION**

The Successor Agency Administration Division is responsible for providing for the administration and implementation of all wind-down activities related to the former Upland Community Redevelopment Agency. The mission is to administer the wind-down of all activities of the former Upland Community Redevelopment Agency.

### **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To prepare Recognized Obligation Payment Schedule (ROPS) when required and submit to the Department of Finance and the County Auditor-Controller's Office.
- ◆ To prepare RFPs for the disposition of Successor Agency properties (private reuse properties).
- ◆ To review proposal submittals for the sale of Successor Agency properties and provide a recommendation to the Oversight Board.
- ◆ To prepare purchase and sale agreements for Successor Agency properties.
- ◆ To continue to provide staff support for the Oversight Board with oral and written communication and reports.

### **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared two ROPS which were reviewed and approved by the Oversight Board, the Department of Finance, and the County Auditor-Controller.
- ◆ Conducted and held four (4) Oversight Board meetings.
- ◆ Transferred eight (8) parcels (3 sites) to the City pursuant to the Long Range Property Management Plan.
- ◆ Appraised one Agency owned property to sell via a purchase and sale agreement.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2017-18 ADOPTED BUDGET**

		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>DEVELOPMENT SERVICES</b>						
<b>2201</b>	<b>BUILDING AND SAFETY</b>					
	Personnel	\$ 214,317	\$ 270,047	\$ 464,440	\$ 303,787	\$ 448,760
	Maintenance & Operations	316,039	356,917	176,874	337,527	325,958
	Capital Outlay	-	-	-	-	-
	<b>TOTAL BUILDING AND SAFETY</b>	<b>\$ 530,356</b>	<b>\$ 626,964</b>	<b>\$ 641,314</b>	<b>\$ 641,314</b>	<b>\$ 774,718</b>
<b>2202</b>	<b>WEED ABATEMENT</b>					
	Personnel	\$ 21,874	\$ 26,518	\$ 29,340	\$ 29,340	\$ 29,340
	Maintenance & Operations	19,180	10,890	20,600	600	21,513
	Capital Outlay	-	-	-	-	-
	<b>TOTAL WEED ABATEMENT</b>	<b>\$ 41,054</b>	<b>\$ 37,408</b>	<b>\$ 49,940</b>	<b>\$ 29,940</b>	<b>\$ 50,853</b>
<b>2203</b>	<b>ECONOMIC DEVELOPMENT</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	73,572	119,215	154,020	186,020	186,749
	Capital Outlay	-	-	-	-	-
	<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>\$ 73,572</b>	<b>\$ 119,215</b>	<b>\$ 154,020</b>	<b>\$ 186,020</b>	<b>\$ 186,749</b>
<b>2204</b>	<b>PLANNING COMMISSION</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	10,800	9,632	12,740	12,740	12,740
	Capital Outlay	-	-	-	-	-
	<b>TOTAL PLANNING COMMISSION</b>	<b>\$ 10,800</b>	<b>\$ 9,632</b>	<b>\$ 12,740</b>	<b>\$ 12,740</b>	<b>\$ 12,740</b>
<b>2205</b>	<b>PLANNING</b>					
	Personnel	\$ 243,343	\$ 213,535	\$ 306,220	\$ 235,070	\$ 322,920
	Maintenance & Operations	301,094	528,874	212,142	386,105	321,430
	Capital Outlay	-	-	-	-	-
	<b>TOTAL PLANNING</b>	<b>\$ 544,437</b>	<b>\$ 742,410</b>	<b>\$ 518,362</b>	<b>\$ 621,175</b>	<b>\$ 644,350</b>
<b>101</b>	<b>TOTAL GENERAL FUND</b>					
	Personnel	\$ 479,534	\$ 510,100	\$ 800,000	\$ 568,197	\$ 801,020
	Maintenance & Operations	720,684	1,025,529	576,376	922,992	868,390
	Capital Outlay	-	-	-	-	-
	<b>TOTAL</b>	<b>\$ 1,200,219</b>	<b>\$ 1,535,629</b>	<b>\$ 1,376,376</b>	<b>\$ 1,491,189</b>	<b>\$ 1,669,410</b>
<b>201</b>	<b>TOTAL HOUSING</b>					
	Personnel	\$ 617,358	\$ 613,892	\$ 1,144,110	\$ 948,138	\$ 1,256,220
	Maintenance & Operations	3,204,810	2,859,749	3,157,640	3,361,292	3,504,125
	Capital Outlay	6,858	-	1,375,000	1,375,000	1,375,000
	<b>TOTAL HOUSING</b>	<b>\$ 3,829,026</b>	<b>\$ 3,473,641</b>	<b>\$ 5,676,750</b>	<b>\$ 5,684,430</b>	<b>\$ 6,135,345</b>
<b>209</b>	<b>TOTAL CDBG</b>					
	Personnel	\$ 209,552	\$ 152,266	\$ 78,100	\$ 78,100	\$ 52,480
	Maintenance & Operations	143,882	173,850	108,795	125,170	423,334
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	5,441	185,026	626,014	641,634	118,688
	<b>TOTAL CDBG</b>	<b>\$ 358,875</b>	<b>\$ 511,142</b>	<b>\$ 812,909</b>	<b>\$ 844,904</b>	<b>\$ 594,502</b>



<b>DEVELOPMENT SERVICES Continued</b>		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>208</b>	<b>TOTAL HOME PROGRAM</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	12,500	254,500	790,000	790,000	180,000
	Capital Outlay	-	-	-	-	-
	<b>TOTAL HOME PROGRAM</b>	<b>\$ 12,500</b>	<b>\$ 254,500</b>	<b>\$ 790,000</b>	<b>\$ 790,000</b>	<b>\$ 180,000</b>
<b>222</b>	<b>TOTAL CALHOME PROGRAM</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	156,000	-	820,600	820,600	880,600
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CALHOME PROGRAM</b>	<b>\$ 156,000</b>	<b>\$ -</b>	<b>\$ 820,600</b>	<b>\$ 820,600</b>	<b>\$ 880,600</b>
<b>210</b>	<b>TOTAL PARKING BUSINESS IMPROVEMENT AREA</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	58,759	3,536	50,000	50,000	-
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	-	-	-	-	146,000
	<b>TOTAL PARKING &amp; BUSINESS IMPROVEMENT</b>	<b>\$ 58,759</b>	<b>\$ 3,536</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 146,000</b>
<b>805</b>	<b>TOTAL SUCCESSOR AGENCY</b>					
	Personnel	\$ 229,542	\$ 226,784	\$ 235,340	\$ 235,340	\$ 236,430
	Maintenance & Operations	1,215,319	1,972,087	3,296,979	3,296,979	3,415,259
	Capital Outlay	-	-	-	-	-
	<b>TOTAL SUCCESSOR AGENCY</b>	<b>\$ 1,444,861</b>	<b>\$ 2,198,871</b>	<b>\$ 3,532,319</b>	<b>\$ 3,532,319</b>	<b>\$ 3,651,689</b>
	<b>TOTAL DEVELOPMENT SERVICES</b>					
	Personnel	\$ 1,535,986	\$ 1,526,577	\$ 2,257,550	\$ 1,829,775	\$ 2,346,150
	Maintenance & Operations	5,511,955	6,265,716	8,800,390	9,467,033	9,271,708
	Capital Outlay	6,858	-	1,375,000	1,275,000	1,375,000
	Capital Improvement Projects	5,441	185,026	626,014	641,634	264,688
	<b>TOTAL DEVELOPMENT SERVICES</b>	<b>\$ 7,060,240</b>	<b>\$ 7,977,319</b>	<b>\$ 13,058,954</b>	<b>\$ 13,213,442</b>	<b>\$ 13,257,546</b>

**CITY OF UPLAND**  
**DEVELOPMENT SERVICES DEPARTMENT**  
FY 2017-18 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

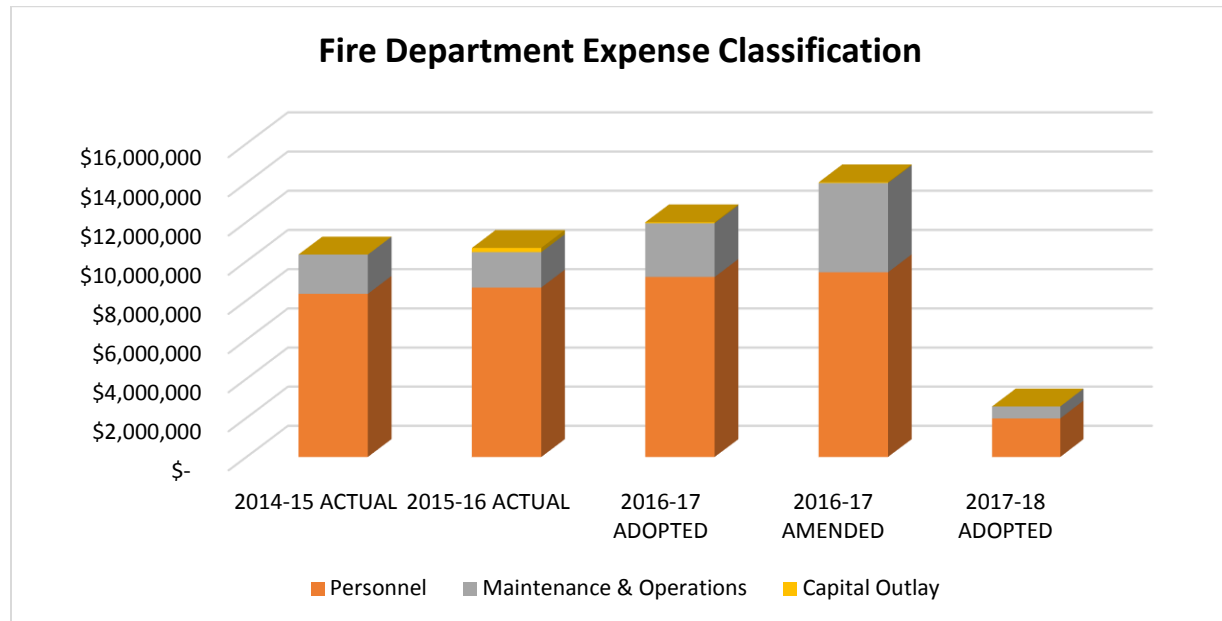
OBJECT CODE	EXPENSE CLASSIFICATION	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
	<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	\$ 16,145	\$ 13,648	\$ 15,560	\$ 15,560	\$ 16,400
5111	Salaries- Full Time	1,000,771	980,677	1,392,900	1,106,628	1,432,990
5112	Salaries- Temporary/ Part Time	113,896	93,777	110,970	118,650	86,030
5113	Overtime	13,905	8,918	12,500	12,500	10,000
5116	Fringe Benefits	181,497	186,412	325,910	261,891	337,800
5117	Retirement Contributions	209,772	243,145	399,710	314,546	147,890
5119	Unfunded Annual PERS Liability	-	-	-	-	315,040
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 1,535,986</b>	<b>\$ 1,526,577</b>	<b>\$ 2,257,550</b>	<b>\$ 1,829,775</b>	<b>\$ 2,346,150</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	\$ 220	\$ 157	\$ 3,200	\$ 3,200	\$ 1,550
5212	Advertising	20,035	34,396	22,500	22,500	20,600
5213	Dues & Subscriptions	556	644	3,480	3,480	2,660
5215	Training/ Conferences/ Meetings	4,191	3,733	13,150	13,150	13,100
5216	Office Supplies	6,194	4,706	7,550	7,550	6,300
5217	Other Supplies/Materials	1,324	1,641	4,350	4,350	4,350
5218	Uniform Expense	1,128	928	1,000	1,000	1,000
5220	Fuel Usage	2,613	3,217	4,000	4,000	4,000
5222	Print/ Mail Charges	7,647	-	-	-	-
5223	Information Systems Charges	294,755	100,951	101,152	101,152	132,458
5224	Vehicle Charges	3,076	7,992	8,754	8,754	9,324
5232	Computer Equip (Under 5,000)	3,428	-	-	-	-
5241	Utilities- Electric	198	451	-	600	600
5243	Utilities- Telephone	1,150	-	-	-	-
5245	Maint- Build/ Struct/ Grounds	11,159	770,394	3,000	3,000	31,900
5247	Maint- Vehicles	-	-	-	-	-
5251	Legal Services	8,240	1,525	21,000	21,000	22,500
5252	Professional Services	916,176	1,116,420	882,515	1,452,183	1,173,341
5253	Contract Services	-	59,052	47,400	47,400	50,400
5255	Banking Services	25,316	37,662	36,700	36,700	30,700
5258	Other Services	2,338,615	2,179,825	2,009,755	1,881,130	2,263,673
5273	Workers Compensation Charges	53,231	101,558	65,323	65,323	119,454
5274	Unemployment Charges	-	-	5,110	5,110	10,105
5275	Long-term Disability Charges	-	-	7,084	7,084	10,173
5276	Liability Charges	82,922	-	79,182	79,182	178,210
5277	Loss Prevention Charges	-	-	6,740	6,740	10,699
5296	Pass-Thru Expense	-	42,961	-	-	-
5302	Loans	115,400	30,000	125,000	125,000	125,000
5304	Contributions	-	-	-	-	-
5305	Emergency Repairs Program	18,561	127,490	125,000	235,000	230,000
5309	First Time Home Buyer Program	-	-	60,000	50,000	-
5310	Forgivable Loans	-	-	-	125,000	-
5313	Program Income	-	-	-	-	-
5314	HIP Loans	156,000	240,000	1,025,300	1,025,300	470,600
5315	FRHB Loans	-	-	585,300	585,300	590,000
5316	TBRA Loans	-	-	-	-	-
5324	Other Post Employee Benefits	7,279	12,333	12,181	12,181	12,573
5421	Lease Principal Expense	8,676	-	-	-	-
5424	Bond Principal Expense	-	-	2,035,000	2,035,000	2,080,000
5425	Bond Interest Expense	1,423,865	1,387,680	1,499,664	1,499,664	1,666,438
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 5,511,955</b>	<b>\$ 6,265,716</b>	<b>\$ 8,800,390</b>	<b>\$ 9,467,033</b>	<b>\$ 9,271,708</b>
	<b>CAPITAL OUTLAY</b>					
5521	Land	\$ -	\$ -	\$ 1,375,000	\$ 1,275,000	\$ 1,375,000
5530	Machinery & Equipment	6,858	-	-	-	-
5XXX	Capital Improvement Projects	5,441	185,026	626,014	641,634	264,688
	<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 12,299</b>	<b>\$ 185,026</b>	<b>\$ 2,001,014</b>	<b>\$ 1,916,634</b>	<b>\$ 1,639,688</b>
	<b>TOTAL DEPARTMENT</b>	<b>\$ 7,060,240</b>	<b>\$ 7,977,319</b>	<b>\$ 13,058,954</b>	<b>\$ 13,213,442</b>	<b>\$ 13,257,546</b>

# FIRE DEPARTMENT

## MISSION STATEMENT

To provide an “all risk” level of emergency service for the cities of Upland and Montclair through the “Fire Administration Merger and Service Boundary Expansion Agreement”. Fire personnel will dedicate themselves to protecting life, property, and the environment.

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>EXPENSE CLASSIFICATION</b>					
Personnel	\$ 8,335,769	\$ 8,658,119	\$ 9,196,840	\$ 9,435,936	\$ 1,972,640
Maintenance & Operations	2,004,047	1,806,141	2,743,409	4,555,913	610,232
Capital Outlay	-	214,373	45,855	34,255	-
<b>TOTAL BUDGET</b>	<b>\$ 10,339,816</b>	<b>\$ 10,678,633</b>	<b>\$11,986,104</b>	<b>\$14,026,104</b>	<b>\$ 2,582,872</b>



	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>FUNDING SOURCES</b>					
GENERAL FUND	\$ 10,268,418	\$ 10,661,037	\$ 11,986,104	\$ 14,026,104	\$ 2,582,872
OTHER GRANTS	56,000	-	-	-	-
HOMELAND SECURITY GRANTS	15,398	17,596	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 10,339,816</b>	<b>\$ 10,678,633</b>	<b>\$ 11,986,104</b>	<b>\$ 14,026,104</b>	<b>\$ 2,582,872</b>

## ADMINISTRATION

Administration is responsible for establishing policy, planning operations, monitoring budgets, evaluating operational effectiveness and implementing improvements. This area continually focuses upon the Department's effectiveness in managing the City's fire protection system in order to minimize loss of life, property, personal injury and environmental damage from fire, accident, medical, and hazardous materials-related emergencies.

## OPERATIONS AND EMERGENCY SERVICES

Operations and Emergency Services are responsible for responding to and effectively mitigating fire, medical, and accident emergencies. It is also responsible for evaluating its preparedness status, evaluating building and other emergency problems, and planning mitigation tactics.

## FIRE PREVENTION

Fire Prevention is responsible for developing and implementing programs and requirements that prevent or reduce the magnitude of emergency occurrences, such as loss of life and property, personal injury, or environmental damage. It also includes the evaluation of emergency access, building evacuation, confinement of fires, and potential for hazardous materials releases.

## EMERGENCY MEDICAL SERVICES

The Upland Fire Department has been a provider of emergency paramedic services since December 2002. The Fire Department continues to deliver the highest possible level of basic and advanced life support through its paramedic program, personnel, training, and delivery.

PERSONNEL				
PERMANENT POSITIONS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>FIRE</b>				
FIRE CHIEF	1.00	1.00	1.00	1.00
DEPUTY FIRE CHIEF	2.00	2.00	2.00	1.00
BATTALION CHIEF	1.00	1.00	1.00	2.00
FIRE CAPTAIN	12.00	12.00	12.00	12.00
FIRE ENGINEER	12.00	12.00	12.00	12.00
FIRE FIGHTER	12.00	12.00	12.00	12.00
FLIGHT PARAMEDIC	2.00	2.00	2.00	2.00
MEDICAL CREW LEAD	0.00	0.00	1.00	1.00
FLIGHT NURSE	4.00	4.00	3.00	3.00
DEPUTY FIRE MARSHAL	0.00	1.00	1.00	1.00
FIRE INSPECTOR/INVESTIGATOR	2.00	1.00	1.00	1.00
SENIOR ADMIN ASSISTANT	0.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT I	1.00	0.00	0.00	0.00
TOTAL DEPARTMENT	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>

## FY 2017-18 GOALS AND OBJECTIVES

- ◆ To respond quickly and safely to emergency incidents, provide the highest level of service by maintaining safe staffing levels, assuring that fire stations remain open and fire apparatus are consistently in a state of good repair so as to minimize the loss of life, damage to property, and economic impact to the community.
- ◆ To provide the best emergency medical support system possible to residents and visitors by providing the most up-to-date medical equipment and EMT/Paramedic training.
- ◆ To promote the protection of life, property and the environment from the effects of fire and other hazardous events through education, engineering and enforcement, and to provide for the investigation of all fires, as well as investigative support to other departments and agencies.
- ◆ To provide air medical transport for trauma and critically ill patients.
- ◆ To continue collaborative efforts with neighboring Fire Agencies in order to leverage resources and provide an emergency response platform that best benefits the communities we serve.
- ◆ To continue working with the San Bernardino County Fire Department to ensure a smooth transition of the Upland Fire Department into the County Fire District.

PERFORMANCE MEASUREMENTS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Sponsor annual open house event	NO	NO	YES	NO
Percentage of fire and life safety inspections for new and tenant improvement construction within 2 days of request	100%	100%	-	NO
Percentage of fire and life safety inspections for new and tenant improvement construction within 2 weeks of request	N/A	N/A	100%	-
Percentage of mutli-family apartment occupancies inspected annually	70%	70%	80%	-
Percentage of elementary schools inspected annually	100%	100%	100%	-
Average response time in minutes (EMS)	UNK	UNK	4-9	N/A
Average response time in minutes (Fire)	UNK	UNK	4-9	N/A

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Continued involvement in a successful trial boundary-drop project with the Rancho Cucamonga Fire District and the Montclair Fire Department. This project also includes boundary-drop between RCFD and San Bernardino County Fire Department on the Rancho-Fontana border, and will continue east to encompass all Confire affiliated fire agencies in the valley.
- ◆ Replaced all fire department Self Contained Breathing Apparatus units.
- ◆ Purchased Tactical EMS equipment and collaborated with Law Enforcement to develop response plans and training in response to Escalated Threat Incidents.
- ◆ Assisted fire agencies state-wide via the Master Mutual Aid System and strike team responses to several significant wildfires. Recouped associated response costs for most. It is anticipated that by the end of the fiscal year, all associated costs will be recouped.
- ◆ Highly involved in community activities through Upland School District, Upland Leadership Academy, and non-profit organizations.
- ◆ Sponsored and conducted successful Fire Department Open House.
- ◆ Upon direction of the City Council, terminated the 24 month pilot program regarding Shared Services with the City of Montclair Fire Department.
- ◆ Developed strong working relationships with Management Staff members of the San Bernardino County Fire District in order to assist with the transition of Upland Fire employees and equipment into the County Fire District.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2017-18 ADOPTED BUDGET**

<b><u>FIRE</u></b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>3501 ADMINISTRATION</b>					
Personnel	\$ 980,664	\$ 845,173	\$ 1,187,760	\$ 1,207,760	\$ 1,401,050
Maintenance & Operations	1,431,944	716,633	1,709,968	3,450,159	287,304
Capital Outlay	-	214,373	40,955	29,355	-
<b>TOTAL ADMINISTRATION</b>	<b>\$ 2,412,608</b>	<b>\$ 1,776,179</b>	<b>\$ 2,938,683</b>	<b>\$ 4,687,274</b>	<b>\$ 1,688,354</b>
<b>3503 FIRE RESERVES</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	-	2,274	6,630	6,630	120
Capital Outlay	-	-	-	-	-
<b>TOTAL FIRE RESERVES</b>	<b>\$ -</b>	<b>\$ 2,274</b>	<b>\$ 6,630</b>	<b>\$ 6,630</b>	<b>\$ 120</b>
<b>3511 FIRE STATION I</b>					
Personnel	\$ 1,441,215	\$ 1,785,634	\$ 1,394,370	\$ 1,604,370	\$ 102,570
Maintenance & Operations	153,470	274,066	220,646	220,646	6,075
Capital Outlay	-	-	-	-	-
<b>TOTAL FIRE STATION I</b>	<b>\$ 1,594,685</b>	<b>\$ 2,059,700</b>	<b>\$ 1,615,016</b>	<b>\$ 1,825,016</b>	<b>\$ 108,645</b>
<b>3512 FIRE STATION II</b>					
Personnel	\$ 1,545,626	\$ 1,689,162	\$ 1,730,440	\$ 1,730,440	\$ 120,560
Maintenance & Operations	41,550	100,817	123,253	123,253	266,386
Capital Outlay	-	-	4,900	4,900	-
<b>TOTAL FIRE STATION II</b>	<b>\$ 1,587,176</b>	<b>\$ 1,789,979</b>	<b>\$ 1,858,593</b>	<b>\$ 1,858,593</b>	<b>\$ 386,946</b>
<b>3513 FIRE STATION III</b>					
Personnel	\$ 1,470,884	\$ 1,471,664	\$ 1,676,020	\$ 1,691,020	\$ 118,710
Maintenance & Operations	52,215	108,689	134,166	134,166	3,110
Capital Outlay	-	-	-	-	-
<b>TOTAL FIRE STATION III</b>	<b>\$ 1,523,099</b>	<b>\$ 1,580,353</b>	<b>\$ 1,810,186</b>	<b>\$ 1,825,186</b>	<b>\$ 121,820</b>
<b>3514 FIRE STATION IV</b>					
Personnel	\$ 1,601,504	\$ 1,687,380	\$ 1,739,820	\$ 1,739,820	\$ 111,500
Maintenance & Operations	66,044	153,039	193,745	193,745	4,090
Capital Outlay	-	-	-	-	-
<b>TOTAL FIRE STATION IV</b>	<b>\$ 1,667,548</b>	<b>\$ 1,840,419</b>	<b>\$ 1,933,565</b>	<b>\$ 1,933,565</b>	<b>\$ 115,590</b>
<b>3515 EMERGENCY MEDICAL SERVICES</b>					
Personnel	\$ 44,259	\$ 26,902	\$ 44,080	\$ 44,080	\$ -
Maintenance & Operations	63,596	96,972	98,526	98,526	5,160
Capital Outlay	-	-	-	-	-
<b>TOTAL EMERGENCY MEDICAL SERVICES</b>	<b>\$ 107,855</b>	<b>\$ 123,874</b>	<b>\$ 142,606</b>	<b>\$ 142,606</b>	<b>\$ 5,160</b>
<b>3516 SPECIAL OPERATIONS</b>					
Personnel	\$ 18,915	\$ 8,562	\$ 21,200	\$ 21,200	\$ -
Maintenance & Operations	5,060	12,847	17,237	17,237	1,630
Capital Outlay	-	-	-	-	-
<b>TOTAL SPECIAL OPERATIONS</b>	<b>\$ 23,975</b>	<b>\$ 21,409</b>	<b>\$ 38,437</b>	<b>\$ 38,437</b>	<b>\$ 1,630</b>

**FIRE Continued**

2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
-------------------	-------------------	--------------------	--------------------	--------------------

**3517 AIR AMBULANCE**

Personnel	\$ 1,011,416	\$ 995,773	\$ 1,163,890	\$ 1,142,890	\$ 98,640
Maintenance & Operations	40,380	207,695	112,093	184,406	4,353
Capital Outlay	-	-	-	-	-
<b>TOTAL AIR AMBULANCE</b>	<b>\$ 1,051,796</b>	<b>\$ 1,203,468</b>	<b>\$ 1,275,983</b>	<b>\$ 1,327,296</b>	<b>\$ 102,993</b>

**3518 HISTORIC FIRE STATION**

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	16,970	19,202	23,005	23,005	23,604
Capital Outlay	-	-	-	-	-
<b>TOTAL HISTORIC FIRE STATION</b>	<b>\$ 16,970</b>	<b>\$ 19,202</b>	<b>\$ 23,005</b>	<b>\$ 23,005</b>	<b>\$ 23,604</b>

**3521 FIRE PREVENTION**

Personnel	\$ 202,048	\$ 136,011	\$ 223,360	\$ 238,456	\$ 18,860
Maintenance & Operations	30,635	62,161	67,010	67,010	5,100
Capital Outlay	-	-	-	-	-
<b>TOTAL FIRE PREVENTION</b>	<b>\$ 232,683</b>	<b>\$ 198,172</b>	<b>\$ 290,370</b>	<b>\$ 305,466</b>	<b>\$ 23,960</b>

**3522 FIRE TRAINING & EMERGENCY**

Personnel	\$ 19,238	\$ 11,858	\$ 15,900	\$ 15,900	\$ 750
Maintenance & Operations	30,785	34,150	37,130	37,130	3,300
Capital Outlay	-	-	-	-	-
<b>TOTAL FIRE TRAINING &amp; EMERGENCY</b>	<b>\$ 50,023</b>	<b>\$ 46,008</b>	<b>\$ 53,030</b>	<b>\$ 53,030</b>	<b>\$ 4,050</b>

**101 TOTAL GENERAL FUND**

Personnel	\$ 8,335,768	\$ 8,658,119	\$ 9,196,840	\$ 9,435,936	\$ 1,972,640
Maintenance & Operations	1,932,649	1,788,545	2,743,409	4,555,913	610,232
Capital Outlay	-	214,373	45,855	34,255	-
<b>TOTAL GENERAL FUND</b>	<b>\$10,268,417</b>	<b>\$ 10,661,037</b>	<b>\$ 11,986,104</b>	<b>\$ 14,026,104</b>	<b>\$ 2,582,872</b>

**217 OTHER GRANTS**

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	56,000	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>TOTAL OTHER GRANTS</b>	<b>\$ 56,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**221 HOMELAND SECURITY GRANTS**

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	15,398	17,596	-	-	-
Capital Outlay	-	-	-	-	-
<b>TOTAL HOMELAND SECURITY GRANTS</b>	<b>\$ 15,398</b>	<b>\$ 17,596</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**TOTAL FIRE**

Personnel	\$ 8,335,768	\$ 8,658,119	\$ 9,196,840	\$ 9,435,936	\$ 1,972,640
Maintenance & Operations	2,004,047	1,806,141	2,743,409	4,555,913	610,232
Capital Outlay	-	214,373	45,855	34,255	-
<b>TOTAL FIRE</b>	<b>\$ 10,339,815</b>	<b>\$ 10,678,633</b>	<b>\$ 11,986,104</b>	<b>\$ 14,026,104</b>	<b>\$ 2,582,872</b>



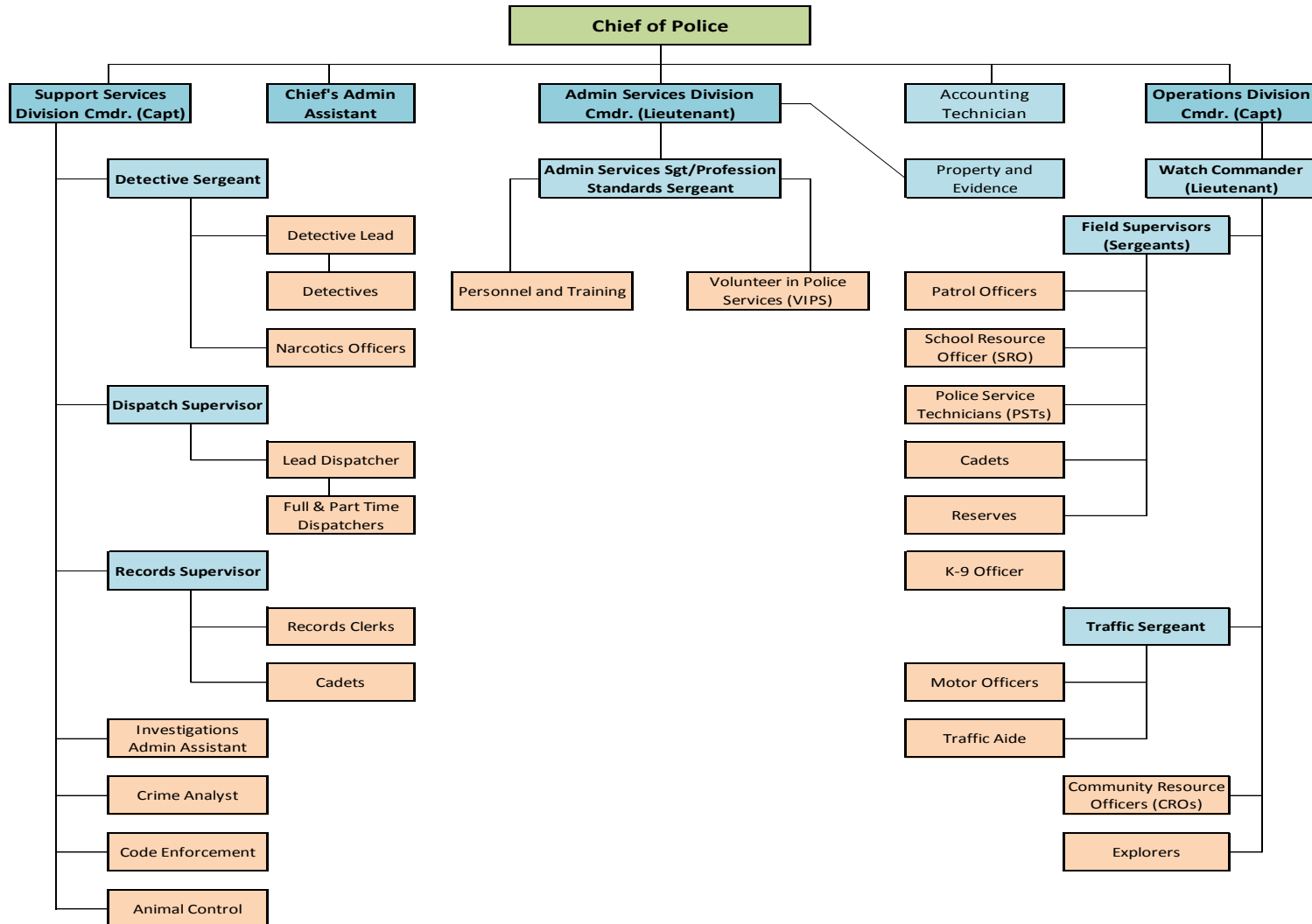
**CITY OF UPLAND**  
**FIRE DEPARTMENT**  
FY 2017-18 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

OBJECT CODE	EXPENSE CLASSIFICATION	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
	<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	\$ 21,372	\$ 21,594	\$ 41,900	\$ 41,900	\$ -
5111	Salaries- Full Time	665,101	598,119	800,830	794,926	68,750
5112	Salaries- Temporary/ Part Time	51,706	37,489	106,670	106,670	1,940
5113	Overtime	211,606	233,434	201,400	201,400	15,800
5116	Fringe Benefits	117,746	106,612	137,130	137,130	11,920
5117	Retirement Contributions	153,788	153,797	231,300	231,300	7,030
5119	Unfunded Annual PERS Liability	-	-	-	-	14,980
5121	Salaries- Sworn Fire	4,302,293	4,225,529	4,329,780	4,329,780	338,380
5123	Overtime- Sworn Fire	781,543	1,233,381	814,310	1,059,310	68,640
5126	Fringe Benefits- Sworn Fire	549,922	547,806	596,540	596,540	45,890
5127	Retirement Contributions- Sworn Fire	1,480,692	1,482,915	1,936,980	1,936,980	60,990
5129	Unfunded Annual PERS Liab- Sworn	-	-	-	-	1,338,320
5137	Retirement Contributions- Sworn Police	-	17,443	-	-	-
	<b>TOTAL PERSONNEL EXPENSES</b>	\$ 8,335,769	\$ 8,658,119	\$ 9,196,840	\$ 9,435,936	\$ 1,972,640
	<b>MAINTENANCE &amp; OPERATIONS</b>					
5213	Dues & Subscriptions	\$ 9,232	\$ 59,095	\$ 69,660	\$ 69,660	\$ 1,205
5215	Training/ Conferences/ Meetings	31,740	35,814	49,635	49,635	3,350
5216	Office Supplies	4,669	7,675	10,405	10,405	1,015
5217	Other Supplies/Materials	111,968	94,101	95,830	95,830	8,080
5218	Uniform Expense	50,510	72,715	74,700	74,700	5,120
5220	Fuel Usage	55,115	51,748	43,900	43,900	5,135
5222	Print/ Mail Charges	694	-	-	-	-
5223	Information Systems Charges	71,369	108,119	132,340	132,340	111,028
5224	Vehicle Charges	124,524	366,190	360,013	360,013	114,899
5225	Building Maint & Operations	68,772	128,922	159,300	159,300	59,738
5233	Other Equipment	29,112	61,423	21,900	21,900	2,400
5241	Utilities- Electric	64,526	56,499	71,700	71,700	5,600
5242	Utilities- Gas	10,177	10,370	9,950	9,950	915
5243	Utilities- Telephone	17,787	370	1,100	1,100	-
5245	Maint- Build/ Struct/ Grounds	73	-	-	-	-
5246	Maintenance- Equipment	25,278	36,507	39,225	39,225	3,075
5247	Maint- Vehicles	7,587	-	-	-	-
5252	Professional Services	8,261	75,867	147,360	96,047	4,360
5253	Contract Services	377,635	531,101	431,940	504,253	41,468
5258	Other Services	22,273	5,805	6,400	20,996	1,500
5273	Workers Compensation Charges	348,514	70,791	425,908	425,908	37,378
5274	Unemployment Charges	-	-	20,479	20,479	3,162
5275	Long-term Disability Charges	-	-	28,386	28,386	3,183
5276	Liability Charges	557,278	-	516,269	516,269	55,763
5277	Loss Prevention Charges	-	-	27,009	27,009	3,348
5297	Other Expenses	-	-	-	1,734,904	135,000
5421	Lease Principal Expense	6,952	13,368	-	40,104	3,350
5422	Lease Principal Interest	-	19,661	-	1,900	160
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	\$ 2,004,045	\$ 1,806,141	\$ 2,743,409	\$ 4,555,913	\$ 610,232
	<b>CAPITAL OUTLAY</b>					
4530	Machinery & Equipment	\$ -	\$ 214,373	\$ -	\$ 34,255	\$ -
5531	Vehicles	-	-	45,855	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	\$ -	\$ 214,373	\$ 45,855	\$ 34,255	\$ -
	<b>TOTAL DEPARTMENT</b>	\$ 10,339,814	\$ 10,678,632	\$ 11,986,104	\$ 14,026,104	\$ 2,582,872

(This Page Left Intentionally Blank)

# POLICE DEPARTMENT

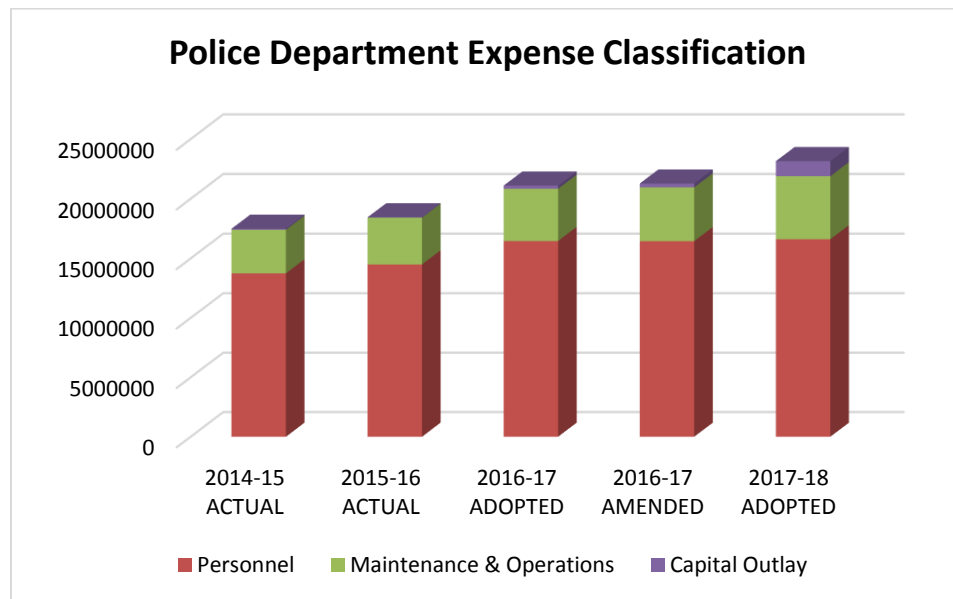
City of Upland  
Organization Chart  
Fiscal Year 2017-18



## MISSION STATEMENT

The mission of the Upland Police Department is to maintain public order following established ethical and constitutional guidelines, in partnership with the community, so as to provide a safe and peaceful environment for community members.

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>EXPENSE CLASSIFICATION</b>					
Personnel	\$ 13,743,338	\$ 14,492,461	\$ 16,458,784	\$ 16,448,769	\$ 16,604,566
Maintenance & Operations	3,656,780	3,922,595	4,380,927	4,504,178	5,287,151
Capital Outlay	81,949	30,200	264,689	323,033	1,260,189
<b>TOTAL BUDGET</b>	<b>\$ 17,482,067</b>	<b>\$ 18,445,256</b>	<b>\$ 21,104,400</b>	<b>\$ 21,275,980</b>	<b>\$ 23,151,906</b>



	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>FUNDING SOURCES</b>					
GENERAL FUND	\$ 16,340,858	\$ 17,485,349	\$ 19,621,261	\$ 19,581,123	\$ 20,519,160
PUBLIC SAFETY AUGMENTATION	821,318	829,924	801,000	801,000	780,995
GENERAL CAPITAL PROJECTS	-	-	-	-	800,000
HOMELAND SECURITY GRANTS	20,372	-	-	17,028	17,028
PROPOSITION 30	99,152	-	140,000	140,000	140,000
COPS	82,232	44,100	383,689	412,834	535,240
OFFICE OF TRAFFIC SAFETY	90,773	72,795	118,450	237,851	215,731
LOCAL LAW ENFORCEMENT					
BLOCK GRANT	6,752	3,306	-	38,644	23,752
ASSET FORFEITURE	20,610	9,782	40,000	47,500	120,000
<b>TOTAL BUDGET</b>	<b>\$ 17,482,066</b>	<b>\$ 18,445,255</b>	<b>\$ 21,104,400</b>	<b>\$ 21,275,980</b>	<b>\$ 23,151,906</b>

## **OPERATIONS DIVISION**

The Operations Division provides direct law enforcement services to the community through the Patrol Division, and Traffic Unit. The City of Upland is segmented into four Patrol Beats, each with one to three assigned Patrol Officers. Each shift is under the overall command of a Watch Commander (Lieutenant or Sergeant) and includes a minimum of six Officers and a Field Supervisor (Sergeant). The Traffic Unit consists of four Motor Officers. Their primary duties include traffic enforcement, traffic accident investigation, and grant funded traffic activities such as DUI checkpoints, DUI saturation patrols, and distracted driver enforcement. The School Resource Officer (SRO), who primarily works at Upland High School, is also assigned to the Operations Division. Additionally, the Operations Division is responsible for the Community Resource Officer (CRO) Team, Police Service Technicians (PSTs), Reserve Unit, K-9 Unit, and Traffic Aide as well as the Police Cadets and Explorers.

## **ADMINISTRATIVE SERVICES DIVISION**

The Administrative Services Division oversees the administrative duties of the Department. This consists of Professional Standards Office, Fiscal Services (Budget, Grants, Facilities Maintenance, Purchasing, Accounts Payable, False Alarm Program, and Volunteer Program), and Property and Evidence personnel. The Personnel and Training Officer, assigned to handle recruitment, training, and background investigations of all police department employee candidates, is also assigned to this division.

## **SUPPORT SERVICES DIVISION**

The Support Services Division consists of the Detective Unit and Narcotics Officers which are tasked with investigating all major crimes, all crime requiring special attention and/or lengthy investigation. They are assisted by Property and Evidence personnel from the Administrative Services Division for crime scene processing/photography and evidence storage. Criminal investigations concerning vice and narcotics are the responsibility of the Narcotics Task Force. Dispatch and Records personnel, police cadets, the investigations administrative assistant, crime analyst, code enforcement and animal control all fall under this division.

The Code Enforcement Unit is responsible for maintaining the City's motto, "The City of Gracious Living." Code Enforcement Officers are tasked with the responsibility of protecting property values and eliminating blight through the enforcement of the City's Municipal Code.

The Animal Services Unit of the Upland Police Department is responsible for animal control and providing State-mandated services such as licensing and at-cost rabies vaccinations. Animal control functions include enforcing animal-related regulations, impounding stray and homeless cats and dogs found abandoned or lost within the local community, and handling sick or injured wildlife. Animal sheltering includes caring for sheltered animals and working with the community to give lost pets every opportunity to be reunited with their owner.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>POLICE</b>				
CHIEF OF POLICE	1.00	1.00	1.00	1.00
POLICE CAPTAIN	2.00	2.00	2.00	2.00
POLICE LIEUTENANT	4.00	4.00	4.00	4.00
POLICE SERGEANT	8.00	8.00	9.00	9.00
POLICE DETECTIVE	9.00	9.00	9.00	9.00
POLICE OFFICER	46.00	50.00	50.00	50.00
POLICE DISPATCH SUPERVISOR	1.00	1.00	1.00	1.00
LEAD DISPATCHER	0.00	0.00	0.00	2.00
POLICE DISPATCHER II	12.00	12.00	12.00	10.00
FORENSIC SPECIALIST	1.00	1.00	1.00	1.00
CRIME ANALYST TRAINEE	0.00	0.00	0.00	1.00
ACCOUNTING TECHNICIAN	0.00	0.00	0.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	0.50	1.00	1.00	0.00
POLICE RECORDS SUPERVISOR	0.00	0.00	1.00	1.00
POLICE RECORDS SPECIALIST II	6.00	6.00	6.00	6.00
POLICE RECORDS SPECIALIST I	1.00	1.00	0.00	0.00
ANIMAL SERVICES SUPERVISOR	0.00	0.00	1.00	1.00
ANIMAL SERVICES OFFICER	0.00	0.00	3.00	3.00
CODE ENFORCEMENT	0.00	3.00	3.00	3.00
<b>TOTAL DEPARTMENT</b>	<b>92.50</b>	<b>100.00</b>	<b>105.00</b>	<b>106.00</b>

## FY 2017-18 GOALS AND OBJECTIVES

- ◆ Reduce Part 1 crime by 3%.
  - ◆ Detectives increase detective initiated arrests by 3%.
  - ◆ Detectives increase clearance rate by 3%.
  - ◆ More accurately identify crime trends using the Omega Crime Analysis software.
- ◆ Reduce traffic collisions by 3% within the traffic work plan.
  - ◆ Increase traffic enforcement in areas designated in the traffic work plan (TWP).
  - ◆ Focus Office of Traffic Safety Grant enforcement activities within the TWP.
  - ◆ Analyze the traffic safety index based on the relationship of traffic citations issued to the number of traffic collisions in a specific area more effectively with the use of the TWP.
- ◆ Commitment to community policing.
  - ◆ Patrol watches will document attendance at all monthly community meetings.
  - ◆ Detective will document attendance at all monthly community meetings.
  - ◆ Specialized units will document attendance at all monthly community meetings.
  - ◆ Community Resource Officers (CRO) will document neighborhood watch groups started quarterly.
  - ◆ Hold at least two Citizens Academies.
  - ◆ Increase Instagram following by 5%.

- ◆ Increase Facebook following by 3%.
- ◆ CRO to continue to work with the CRT to improve the quality of life concerns with the members of the community in Upland.
- ◆ Improve employee wellness.
  - ◆ Reduce sick time usage by 3%.
  - ◆ Reduce worker's compensation related injuries by 3%.
  - ◆ No internal/employee initiated complaints.
  - ◆ No environmental workplace complaints.
  - ◆ In addition to mandated POST training, a 25% increase in non-POST mandated training focused on risk management to include sworn and civilian staff.
  - ◆ Provide executive leadership and development training to all supervisors.

PERFORMANCE MEASUREMENTS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Number of Part 1 Crimes	2,430	2,680	2,429	2,356
Percentage compliance with POST and STC requirements	100%	100%	100%	100%
Number of forensic computer and cell phone examinations (approx. 12 man hours per examination)	50	50	15	15
Number of total patrol calls	67,658	75,049	75,078	72,826
Number of injury traffic collisions	421	480	453	439
Number of Reserve volunteer hours	1,430	1,422	981	1,200
Number of VIPS volunteer hours	3,045	2,620	2,476	2,550
Number of Graffiti Reward Program	9	4	1	1
Number of Intersections equipped with automated license plate readers	-	-	4	4
Number of code enforcement cases resolved	1,003	1,348	775	1,100
Inspections	4,305	3,993	3,000	3,200
Notice of Vacate	53	97	80	80
Citations	-	17	10	20
Administrative Citations	92	197	125	200
Cases filed	6	2	5	10
Abatements	1,003	1,348	775	1,100

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
City Prosecutor Conferences	8	13	15	40
Signs	1,205	1,349	1,200	1,300
Carts	139	228	150	200
Animals returned to owner	16%	18%	20%	25%
Animals euthanized	18%	9%	10%	10%
Endowment	\$110,000	\$110,000	\$104,600	\$104,600

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Prepared applications and received awards for the following grants throughout the year:
  - \$12,190 - 2016 Justice Assistance Grant (JAG)
  - \$128,000 - 2017 Selective Traffic Enforcement Program Grant
  - \$116,696 - FY 16/17 State COPS Funding
  - \$24,960 - 2016 Homeland Security Grant
  - \$78,307 - City Law Enforcement Grant
  
- ◆ Conducted 14 Sex Offender Registration Act (PC 290) compliance checks by the detective bureau.
  
- ◆ Conducted 11 Probation and Parole compliance checks.
  
- ◆ Continued use of Volunteers in Police Service (VIPS) provided valuable assistance to the Patrol, Records, and Investigations Division by monitoring foreclosed homes and abandoned properties, conducting vacation checks on resident's homes, and filing records. VIPS donated over 2,400 hours to the Police Department.
  
- ◆ Participated in the National Night Out nationwide event in August.
  
- ◆ Participated in the "Tip-A-Cop" fundraiser benefiting St. Jude Children's Research Hospital raising over \$3,000 in one night at Chili's; over \$11,000 was raised during the three week event.
  
- ◆ Participated in the Holiday Miracles program held at the Colonies Shopping Center. Holiday Miracles partnered with law enforcement agencies, charities, and local businesses providing approximately 200 local disadvantaged children with \$200 in new clothes and toys.



- ◆ Participated in the DEA sponsored Got Drugs? National Prescription Drug Take-Back Initiative to safely dispose of surplus and unused prescription drugs.
- ◆ Conducted 2 Citizen's Academy for over 30 Upland residents.
- ◆ Utilizing the Selective Traffic Enforcement Program (STEP) Grant, conducted a total of 32 DUI saturation patrols, 48 Traffic Enforcement operations, and 16 Distracted Driver operations, motorcycle enforcement operations, bicycle/pedestrian enforcement operations, Click It or Ticket enforcement operations, warrant service operations resulting in 42 DUI arrests, 19 other criminal arrests, 81 citations for unlicensed/suspended drivers, 650 other citations, and 9 vehicles being impounded for 30 days.
- ◆ Within the STEP Grant, conducted 6 DUI checkpoints which resulted in 18 DUI arrests, 12 other criminal arrests, 48 citations for unlicensed/suspended drivers, 14 other citations, 9 vehicles being impounded for 30 days and 16 vehicles towed for other violations.
- ◆ Narcotics investigations resulted in the seizure of \$187,800 in assets and approximately 16,000 marijuana plants weighing 4,000 lbs.
- ◆ Performed 3,000 code inspections, posted 80 Notices to Vacate, closed 775 abatements and removed 1,200 signs.
- ◆ Spearheaded the actions to close 9 medical marijuana dispensaries. Of the 9 closed dispensaries, 2 businesses were served 2 abatement notices.
- ◆ Received 68,815 calls for service, issued 3,768 hazardous violation citations, made 560 felony arrests and 2,163 misdemeanor arrests.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2017-18 ADOPTED BUDGET**

		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>POLICE</b>						
<b>3201</b>	<b>POLICE ADMINISTRATION</b>					
	Personnel	\$ 577,692	\$ 599,577	\$ 634,420	\$ 595,670	\$ 1,710,350
	Maintenance & Operations	2,343,323	3,059,625	3,102,778	3,164,778	3,438,439
	Capital Outlay	-	-	-	-	-
	<b>TOTAL POLICE ADMINISTRATION</b>	<b>\$ 2,921,015</b>	<b>\$ 3,659,202</b>	<b>\$ 3,737,198</b>	<b>\$ 3,760,448</b>	<b>\$ 5,148,789</b>
<b>3202</b>	<b>POLICE INVESTIGATIONS</b>					
	Personnel	\$ 1,659,691	\$ 1,680,332	\$ 1,976,430	\$ 1,991,062	\$ 2,427,340
	Maintenance & Operations	104,854	174,308	235,058	238,658	170,428
	Capital Outlay	-	-	-	-	-
	<b>TOTAL POLICE INVESTIGATIONS</b>	<b>\$ 1,764,545</b>	<b>\$ 1,854,640</b>	<b>\$ 2,211,488</b>	<b>\$ 2,229,720</b>	<b>\$ 2,597,768</b>
<b>3205</b>	<b>ANIMAL CONTROL</b>					
	Personnel	\$ 611,273	\$ 601,665	\$ 399,140	\$ 349,140	\$ 384,020
	Maintenance & Operations	386,762	236,221	209,014	259,014	199,091
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CODE ENFORCEMENT</b>	<b>\$ 998,035</b>	<b>\$ 837,886</b>	<b>\$ 608,154</b>	<b>\$ 608,154</b>	<b>\$ 583,111</b>
<b>3206</b>	<b>POLICE ADMINISTRATION SUPPORT</b>					
	Personnel	\$ 554,802	\$ 580,286	\$ 709,570	\$ 682,670	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	<b>TOTAL POLICE ADMINISTRATION</b>	<b>\$ 554,802</b>	<b>\$ 580,286</b>	<b>\$ 709,570</b>	<b>\$ 682,670</b>	<b>\$ -</b>
<b>3210</b>	<b>POLICE SUPPORT</b>					
	Personnel	\$ 1,336,899	\$ 1,391,684	\$ 1,687,970	\$ 1,637,270	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	<b>TOTAL POLICE ADMINISTRATION</b>	<b>\$ 1,336,899</b>	<b>\$ 1,391,684</b>	<b>\$ 1,687,970</b>	<b>\$ 1,637,270</b>	<b>\$ -</b>
<b>3211</b>	<b>POLICE PATROL</b>					
	Personnel	\$ 7,956,076	\$ 8,588,594	\$ 9,992,190	\$ 9,994,020	\$ 10,993,880
	Maintenance & Operations	467,737	337,721	427,245	392,245	937,259
	Capital Outlay	-	-	-	-	-
	<b>TOTAL POLICE PATROL</b>	<b>\$ 8,423,813</b>	<b>\$ 8,926,315</b>	<b>\$ 10,419,435</b>	<b>\$ 10,386,265</b>	<b>\$ 11,931,139</b>
<b>3231</b>	<b>POLICE SPECIAL EVENTS &amp; COMMUNITY OUTREACH</b>					
	Personnel	\$ 35,025	\$ 32,164	\$ 4,060	\$ 23,530	\$ -
	Maintenance & Operations	1,728	423	1,050	1,050	1,765
	Capital Outlay	-	-	-	-	-
	<b>TOTAL POLICE SPECIAL EVENTS &amp; C</b>	<b>\$ 36,755</b>	<b>\$ 32,587</b>	<b>\$ 5,110</b>	<b>\$ 24,580</b>	<b>\$ 1,765</b>
<b>3232</b>	<b>POLICE RESERVES</b>					
	Personnel	\$ 919	\$ 158	\$ 1,020	\$ 1,020	\$ -
	Maintenance & Operations	-	498	3,000	3,000	3,000
	Capital Outlay	-	-	-	-	-
	<b>TOTAL POLICE RESERVES</b>	<b>\$ 919</b>	<b>\$ 656</b>	<b>\$ 4,020</b>	<b>\$ 4,020</b>	<b>\$ 3,000</b>
<b>3233</b>	<b>CODE ENFORCEMENT</b>					
	Personnel	\$ 122,034	\$ 116,702	\$ 140,710	\$ 150,390	\$ 150,750
	Maintenance & Operations	182,042	85,391	97,606	97,606	102,838
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CODE ENFORCEMENT</b>	<b>\$ 304,076</b>	<b>\$ 202,093</b>	<b>\$ 238,316</b>	<b>\$ 247,996</b>	<b>\$ 253,588</b>

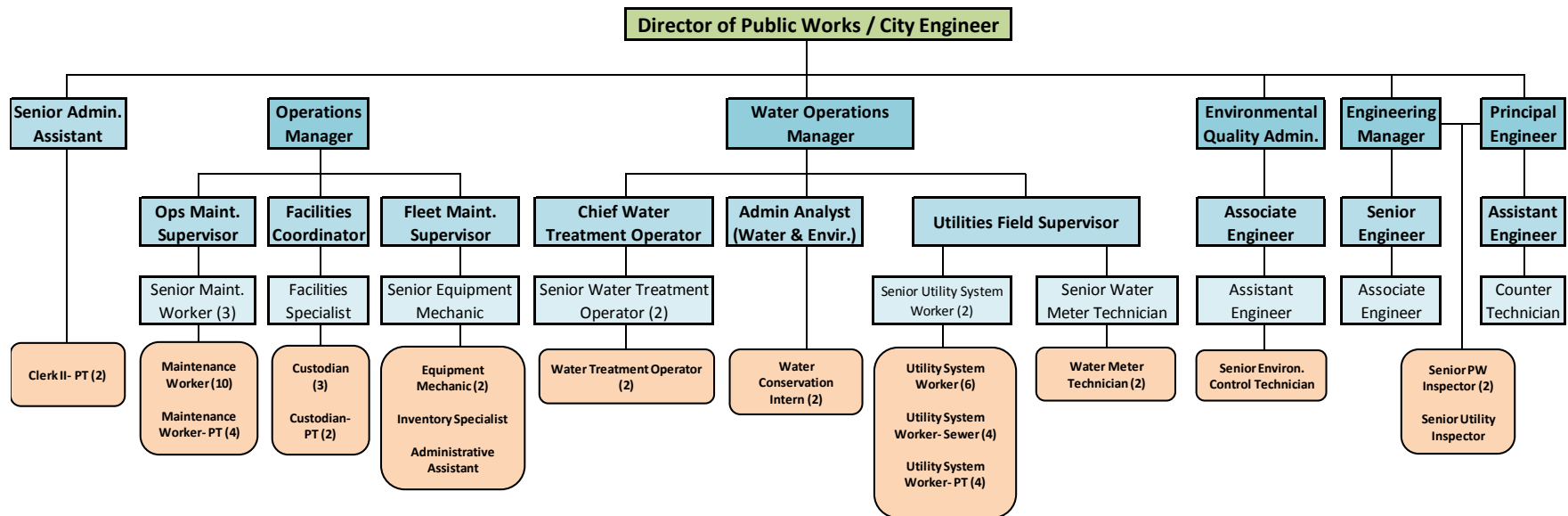
		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>POLICE Continued</b>						
<b>101</b>	<b>TOTAL GENERAL FUND</b>					
	Personnel	\$ 12,854,411	\$ 13,591,162	\$ 15,545,510	\$ 15,424,772	\$ 15,666,340
	Maintenance & Operations	3,486,446	3,894,187	4,075,751	4,156,351	4,852,820
	Capital Outlay	-	-	-	-	-
	<b>TOTAL GENERAL FUND</b>	<b>\$ 16,340,857</b>	<b>\$ 17,485,349</b>	<b>\$ 19,621,261</b>	<b>\$ 19,581,123</b>	<b>\$ 20,519,160</b>
<b>203</b>	<b>TOTAL PUBLIC SAFETY AUGMENTATION FUND</b>					
	Personnel	\$ 821,318	\$ 829,924	\$ 801,000	\$ 801,000	\$ 780,995
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	<b>TOTAL PUBLIC SAFETY AUGMENTATION FUND</b>	<b>\$ 821,318</b>	<b>\$ 829,924</b>	<b>\$ 801,000</b>	<b>\$ 801,000</b>	<b>\$ 780,995</b>
<b>425</b>	<b>GENERAL CAPITAL PROJECTS</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	800,000
	<b>TOTAL GENERAL CAPITAL PROJECTS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,000</b>
<b>2XX</b>	<b>TOTAL GRANTS</b>					
	Personnel	\$ 67,609	\$ 71,375	112,274	\$ 222,997	\$ 157,231
	Maintenance & Operations	170,334	28,408	305,176	347,827	434,331
	Capital Outlay	81,949	30,200	264,689	323,033	460,189
	<b>TOTAL POLICE GRANTS</b>	<b>\$ 319,892</b>	<b>\$ 129,983</b>	<b>\$ 682,139</b>	<b>\$ 893,857</b>	<b>\$ 1,051,751</b>
	<b>TOTAL POLICE</b>					
	Personnel	\$ 13,743,338	\$ 14,492,462	\$ 16,458,784	\$ 16,448,769	\$ 16,604,566
	Maintenance & Operations	3,656,780	3,922,595	4,380,927	4,504,178	5,287,151
	Capital Outlay	81,949	30,200	264,689	323,033	1,260,189
	<b>TOTAL POLICE</b>	<b>\$ 17,482,067</b>	<b>\$ 18,445,257</b>	<b>\$ 21,104,400</b>	<b>\$ 21,275,980</b>	<b>\$ 23,151,906</b>

**CITY OF UPLAND**  
**POLICE DEPARTMENT**  
FY 2017-18 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

OBJECT CODE	EXPENSE CLASSIFICATION	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
	<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	\$ 92,971	\$ 82,363	\$ 98,300	\$ 98,300	\$ 103,200
5111	Salaries- Full Time	1,607,563	1,649,549	1,606,750	1,446,750	1,687,440
5112	Salaries- Temporary/ Part Time	222,352	203,849	336,430	353,960	323,700
5113	Overtime	105,575	111,330	82,800	124,880	85,900
5116	Fringe Benefits	369,074	367,470	444,190	444,190	484,720
5117	Retirement Contributions	368,808	418,934	466,600	466,600	172,070
5119	Unfunded Annual PERS Liability	-	-	-	-	366,540
5131	Salaries- Sworn Police	6,870,537	7,143,137	7,651,050	7,611,340	7,518,355
5133	Overtime- Sworn Police	744,976	868,937	835,594	1,000,817	880,551
5136	Fringe Benefits- Sworn Police	1,053,230	1,156,121	1,525,780	1,525,780	1,497,510
5137	Retirement Contributions- Sworn Police	2,308,252	2,490,771	3,411,290	3,376,152	1,348,110
5139	Unfunded Annual PERS Liab- Sworn	-	-	-	-	2,136,470
	<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 13,743,338</b>	<b>\$ 14,492,461</b>	<b>\$ 16,458,784</b>	<b>\$ 16,448,769</b>	<b>\$ 16,604,566</b>
	<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	\$ 1,220	\$ 1,075	\$ 1,250	\$ 1,250	\$ 1,250
5212	Advertising	-	-	-	-	-
5213	Dues & Subscriptions	9,078	10,657	22,147	22,147	21,882
5214	Training- POST	30,362	-	-	-	-
5215	Training/ Conferences/ Meetings	13,238	51,699	67,110	70,154	128,713
5216	Office Supplies	14,053	14,168	15,391	16,025	26,935
5217	Other Supplies/Materials	187,910	83,059	191,950	221,950	212,944
5218	Uniform Expense	12,177	23,055	37,610	37,610	33,010
5219	Licences, Registration and Permits	-	2,673	-	-	-
5220	Fuel Usage	150,282	130,544	202,430	201,430	195,956
5222	Print/ Mail Charges	9,732	-	-	-	-
5223	Information Systems Charges	217,291	415,017	449,861	507,151	479,674
5224	Vehicle Charges	232,271	91,101	103,726	99,726	491,188
5225	Building Maint & Operations	164,203	170,461	301,881	301,881	325,976
5231	Office Equipment (Under 5,000)	-	(1,949)	250	250	250
5232	Computer Equip (Under 5,000)	5,395	-	119,000	136,051	136,051
5233	Other Equipment (Under 5,000)	52,342	47,063	53,560	83,773	200,730
5241	Utilities- Electric	151,148	144,927	172,590	172,590	130,165
5242	Utilities- Gas	23,165	19,912	24,610	24,610	14,182
5243	Utilities- Telephone	116,768	(5,497)	-	-	-
5246	Maintenance- Equipment	3,721	91	33,800	33,800	76,130
5247	Maint- Vehicles	5,904	-	1,500	1,500	1,500
5248	Maintenance- Other	3,569	-	-	-	-
5251	Legal Services	58,361	73,699	60,000	60,000	64,850
5252	Professional Services	32,262	-	-	-	-
5253	Contract Services	255,681	286,431	326,684	326,684	351,638
5255	Banking Services	7,373	4,607	3,500	3,500	2,484
5258	Other Services	410,439	439,623	384,163	399,182	330,605
5273	Workers Compensation Charges	530,003	1,007,733	674,655	674,655	749,141
5274	Unemployment Charges	-	-	37,303	37,303	63,372
5275	Long-term Disability Charges	-	-	51,706	51,706	63,801
5276	Liability Charges	929,587	909,011	970,053	970,053	1,117,623
5277	Loss Prevention Charges	-	-	49,197	49,197	67,101
5297	Other Expenses	3,500	3,435	-	-	-
5421	Lease Principal Expense	25,745	-	-	-	-
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 3,656,780</b>	<b>\$ 3,922,595</b>	<b>\$ 4,355,927</b>	<b>\$ 4,504,178</b>	<b>\$ 5,287,151</b>
	<b>CAPITAL OUTLAY</b>					
5530	Machinery & Equipment	\$ 81,949	\$ 30,200	\$ 289,689	\$ 323,033	\$ 1,260,189
5531	Vehicles	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 81,949</b>	<b>\$ 30,200</b>	<b>\$ 289,689</b>	<b>\$ 323,033</b>	<b>\$ 1,260,189</b>
	<b>TOTAL DEPARTMENT</b>	<b>\$ 17,482,067</b>	<b>\$ 18,445,256</b>	<b>\$ 21,104,400</b>	<b>\$ 21,275,980</b>	<b>\$ 23,151,906</b>

# PUBLIC WORKS

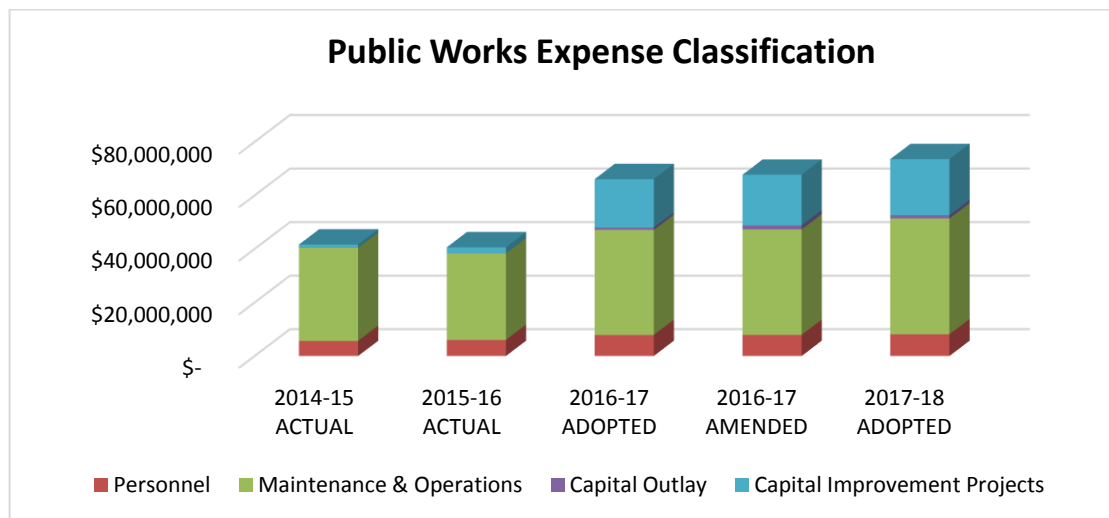
City of Upland  
PW Organizational Chart  
Fiscal Year 2017-18



## MISSION STATEMENT

To preserve and enhance Upland's resources for future generations; to be a responsible custodians of the community's infrastructure; and to provide responsive, courteous, and cost-effective customer care.

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>EXPENSE CLASSIFICATION</b>					
Personnel	\$ 5,642,455	\$ 6,013,108	\$ 7,849,970	\$ 7,898,039	\$ 8,111,840
Maintenance & Operations	34,833,107	32,347,866	39,272,616	39,406,700	43,274,996
Capital Outlay	59,960	16,000	862,000	1,492,106	1,239,180
Capital Improvement Projects	1,110,236	2,238,241	18,100,657	18,913,580	20,926,876
<b>TOTAL BUDGET</b>	<b>\$ 41,645,758</b>	<b>\$ 40,615,215</b>	<b>\$ 66,085,243</b>	<b>\$ 67,710,425</b>	<b>\$ 73,552,892</b>



	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>FUNDING SOURCES</b>					
GENERAL FUND	\$ 4,696,199	\$ 5,611,911	\$ 5,538,432	\$ 5,646,172	\$ 6,210,580
GAS TAX	287,413	1,055,480	6,761,678	7,164,015	7,633,771
MEASURE I	636,930	427,642	3,088,299	3,336,611	2,012,182
GENERAL CAPITAL IMPROVEMENTS	131,035	121	239,811	239,811	519,811
PARK ACQUISITION & DEV.	56,722	229	430,590	430,361	250,547
STORM DRAIN DEVELOPMENT	-	685,957	241,744	241,744	241,561
STREET & TRAFFIC FACILITY DEV	-	68,233	200,000	192,274	1,937,374
STREET & ALLEY REPAIRS	-	579	400,000	399,421	593,921
WATER UTILITY	17,998,153	14,877,706	26,488,484	26,657,332	29,560,765
SOLID WASTE UTILITY	9,832,652	9,793,394	9,999,423	10,054,276	10,751,775
SEWER UTILITY	6,842,170	6,753,019	10,956,204	10,987,724	11,406,954
FLEET MANAGEMENT	611,374	656,915	640,928	1,238,034	1,338,915
BUILDING MAINTENANCE & OPS	553,110	684,029	1,099,650	1,122,650	1,094,736
<b>TOTAL BUDGET</b>	<b>\$ 41,645,758</b>	<b>\$ 40,615,215</b>	<b>\$ 66,085,243</b>	<b>\$ 67,710,425</b>	<b>\$ 73,552,892</b>

## **ENGINEERING - CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The CIP Engineering Division provides engineering, contract administration, and project management for all City capital improvement projects (Street, Traffic Signal, Street Lighting, Storm Drain, Water, Sewer, Public Buildings, Recreation Facilities, etc.). The Division also serves as the liaison between the City and other regional transportation, flood management and local agencies on construction and engineering matters.

## **ENGINEERING - LAND DEVELOPMENT & TRANSPORTATION**

The Land Development and Transportation Engineering Division is responsible for reviewing, placing development conditions of approval and overseeing the development of subdivision maps, public improvement plans, grading plans, and construction projects in accordance with the Upland Municipal Code, the Subdivision Map Act, San Bernardino County, and, state and federal requirements to ensure new development complements the community.

The Transportation Division ensures that the City's traffic circulation system is operating in a safe and efficient manner. This program also plans for growth-related needs for vehicles, bicycles, and pedestrians. This Division is also responsible for managing a contract for the maintenance, operation, and repair of the City's traffic signals and flashing beacons, and the establishment of traffic control and management measures. Additionally, this Division manages the various permit parking areas within the City.

## **OPERATIONS**

The Operations Division is responsible for maintaining and improving the City's infrastructure, (streets, street lights, traffic control measures, storm drainage, City trees and property, parks, streetscapes, public buildings, fleet maintenance and replacement etc.), in order to improve and enhance the aesthetics of our community.

### **Street Maintenance**

The street maintenance program consists of the maintenance of City streets, alleys, and public right-of-way to ensure safe conditions for motorists, bicyclists, and pedestrian travel. This Division also assists with traffic control measures required for special events. This includes the maintenance of the storm water drainage collection system.

### **Sidewalk Repair/Maintenance**

The concrete maintenance and repair program is responsible for the maintenance of sidewalks, curbs, gutters and other concrete structures within the public right of way. This maintenance includes implementing short and long term corrective measures to provide a safe path of travel for pedestrians.

### **City Parkway Tree & Park Tree Maintenance**

Operations contracts and manages a private landscape maintenance vendor to perform routine tree trimming on approximately 36,000 City trees. Parkway and median tree trimming is performed on a grid trimming schedule, which provides tree trimming on a 5 to 7 year cycle. This method of trimming provides both a cost effective and equitable method and a systematic approach to

addressing City trees in our community. Included in the routine maintenance program is the removal of dead and/or severely deteriorated trees and their subsequent replanting.

### **City Parkway, Median, and City Property Maintenance**

Operations contracts and manages a private landscape maintenance vendor to perform routine landscape maintenance, weed abatement, and graffiti removal for City controlled properties. The City has 73.3 acres of parkway and median areas, and 25 acres of public trails that require routine maintenance. This program ensures these properties are maintained in an aesthetically suitable manner to preserve appearance and the quality of life in the community.

### **City Park Maintenance**

The City has approximately 217 acres of active recreational park grounds. The Operations Division is responsible for park, sports field and park restroom facility maintenance and ensures the facilities are safe and clean for the community's enjoyment.

### **Traffic Control Signage and Pavement Striping/Marking Maintenance**

Operations is responsible for the maintenance and repair of all regulatory, warning, directional and advisory signage in the City, as well as the pavement markings, to provide a safe and informative transportation system.

### **Public Building Facility Maintenance**

Operations is responsible for the maintenance and repair of 14 public buildings (Civic Center Complex, Senior Center, Police Department, Public Works, etc.), 12 park restrooms and 5 miscellaneous City facilities. Maintenance and repair of these facilities preserves the asset service life, and provides a safe, suitable environment for City personnel and the public to use for business, educational or recreational activities.

### **Fleet Maintenance & City Vehicle Fueling Station**

The Fleet Maintenance Division is responsible for providing cost effective preventive maintenance and repairs to all of the City's vehicles and equipment. The Fleet Division is also responsible for establishing life cycle costs of the fleet: design and specifications of new vehicles and equipment to best fit the needs of the using Departments; procurement of vehicles and equipment through competitive bid process; outfitting and placing new units into service. This division is also responsible for maintaining and modernization of the City's fleet vehicles; equipment; fueling; and maintenance facility in order to stay in compliance with all State and Federal mandates.

In FY 2016-17 budget, the Fleet Maintenance Division implemented its first year of a fifteen year vehicle replacement and modernization program. This program is designed to have a sustainable vehicle replacement program and to be fiscally responsible.

### **Street Sweeping**

Operations is responsible for managing the contract services provided by Burrtec Waste Industries, the City Solid Waste Collection and Disposal vendor. As part of their contracted responsibilities, Burrtec Waste Industries provides street sweeping services to the community.

Residential and arterial streets are currently swept twice per month. Alleyways are swept once per month from February through October of each year.



<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>PUBLIC WORKS - ADMINISTRATION</b>				
PUBLIC WORKS DIRECTOR	1.00	1.00	1.00	1.00
DEPUTY PUBLIC WORKS DIRECTOR	1.00	0.00	0.00	0.00
OPERATIONS MANAGER	0.00	1.00	1.00	1.00
SENIOR ADMINISTRATIVE ASSISTANT	0.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT II	2.00	1.00	0.00	0.00
ADMINISTRATIVE ASSISTANT I	0.00	0.00	1.00	0.00
<b>PUBLIC WORKS – CAPITAL PROJECTS</b>				
PRINCIPAL ENGINEER	1.00	0.00	0.00	0.00
ENGINEERING MANAGER	0.00	1.00	1.00	1.00
SENIOR ENGINEER	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	1.00	1.00	1.00
SENIOR PUBLIC WORKS INSPECTOR	1.00	1.00	1.00	2.00
PUBLIC WORKS INSPECTOR II	1.00	1.00	1.00	0.00
WATER UTILITY INSPECTOR II	1.00	1.00	0.00	0.00
SENIOR WATER UTILITY INSPECTOR	0.00	0.00	1.00	1.00
<b>PUBLIC WORKS – DEVELOPMENT/TRANSPORTATION</b>				
PRINCIPAL ENGINEER	1.00	1.00	1.00	1.00
ASSISTANT ENGINEER	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN	0.00	0.00	0.00	1.00
COUNTER TECHNICIAN	1.00	1.00	1.00	0.00
<b>PUBLIC WORKS – OPERATIONS</b>				
OPERATIONS MAINTENANCE SUPERINTENDENT	1.00	0.00	0.00	0.00
MAINTENANCE SUPERVISOR	0.00	1.00	1.00	1.00
MAINTENANCE CREW LEAD	3.00	3.00	3.00	0.00
SENIOR MAINTENANCE WORKER	0.00	0.00	0.00	3.00
MAINTENANCE WORKER	0.00	0.00	0.00	10.00
MAINTENANCE WORKER II	10.00	10.00	10.00	0.00
SENIOR EQUIPMENT MECHANIC	0.00	0.00	0.00	1.00
LEAD EQUIPMENT MECHANIC	1.00	1.00	1.00	0.00
EQUIPMENT MECHANIC	0.00	0.00	0.00	2.00
EQUIPMENT MECHANIC II	2.00	2.00	2.00	0.00
INVENTORY SPECIALIST	1.00	1.00	1.00	1.00
FACILITIES MAINTENANCE SUPERINTENDENT	0.00	0.00	0.00	0.00
FACILITIES COORDINATOR	0.00	0.00	1.00	1.00
FACILITIES SPECIALIST	2.00	2.00	1.00	1.00
CUSTODIAN	2.00	3.50*	3.50	3.50
<b>TOTAL DIVISIONS</b>	<b>35.00</b>	<b>36.50</b>	<b>36.50</b>	<b>36.50</b>
* Increase due to transfer of custodian service from Community Services/Recreation to Public Works Department				

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To provide high quality, courteous, and prompt customer service.
- ◆ To provide reliable services to residents and businesses at a cost-effective rate.
- ◆ To pursue grant opportunities at the County, State and Federal level.
- ◆ To ensure compliance with County, State and Federal regulations.
- ◆ To maintain City parks in a safe and aesthetically pleasing manner.
- ◆ To monitor and maintain City trees using a GIS based inventory program.
- ◆ To remove dead and provide new trees to residents committed to their daily care within the funding allocation.
- ◆ To maintain the Metrolink Station and parking lots to ensure a safe clean environment for passengers.
- ◆ To maintain and preserve the City's streets utilizing cost-effective pavement rehabilitation methods.
- ◆ Develop project conditions to meet regulatory requirements and mitigate project impacts protecting and preserving community values and quality of life.
- ◆ Provide quality plan check review to ensure conformance with City requirements and standards.
- ◆ Meet and/or exceed the development review time schedules.
- ◆ Provide flexibility without compromising the development quality standards and requirements.
- ◆ Maintain proper operation of the City Traffic Signal system.
- ◆ Develop an inventory of all regulatory, advisory and directional traffic control signage.
- ◆ Use the recently completed sign management platform to implement the replacement of regulatory, warning and post-mounted guide (excluding street name) signs to meet the minimum retroreflectivity levels in accordance with regulatory requirements.
- ◆ Construct Street Improvements on
  - ◆ 16<sup>th</sup> Street, from Mountain Avenue to Campus Avenue (currently under construction)
  - ◆ 13<sup>th</sup> Street, from Euclid Avenue to Campus Avenue
  - ◆ Foothill Boulevard, from Euclid Avenue to Grove Avenue.
  - ◆ Linda Way, from 8<sup>th</sup> Street north to the end of the cul-de-sac

- ◆ Complete construction documents for street improvements on 9<sup>th</sup> from 3<sup>rd</sup> Avenue to Campus Avenue and on 3<sup>rd</sup> Avenue from “A” Street to 11<sup>th</sup> Street.
- ◆ Continue with an annual Slurry Seal Pavement Maintenance treatment to various residential streets throughout the City.

PERFORMANCE MEASUREMENTS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Repairs of streets and alleys (a)	608	608	1,486	650
Street miles swept twice per month	14,170	14,170	14,170	14,170
Street lights replaced/reported	106	106	84	275
New and replaced street signs	228	228	119	120
Flood control drains cleaned	820	820	48	60
Tree issues resolved (b)	1,333	1,333	1,540	1,750
Trees planted or replaced	33	33	45	55
Manholes inspected and cleaned (*)	1,058	1,058	1,100	1,150
Park and bike trail issues resolved (c)	753	753	1,218	1,200
Miles of main sewer lines cleaned (*)	60	60	200	200
Sewer lateral issues resolved (d) (*)	35	351	314	320
Automotive repairs	1,152	1,152	1,175	1,200
(a) Potholes, cracks, paving repairs due to water repairs (b) Tree inspection, obstruction of sign/light, limb drop, branch damage, pest treatment, root damage, removal work and various pruning, excluding trimming works performed by contractors (c) Park & bike trail issues include cleanup, graffiti, landscaping and irrigation, lighting replacement, restroom issues, fountain repair, playground repair, event setup, weeds control, etc. (d) Sewer backup, root & blockage, lateral damage due to city tree's roots and lateral repair (*) Currently performed by water utilities crew				

## FY 2016-17 MAJOR ACCOMPLISHMENTS

- ◆ Maintained compliance with all regulatory agencies including the South Coast Air Quality Management District, California Integrated Waste Management Board, Regional Water Quality Control Board and County of San Bernardino.

- ◆ Maintained compliance with all Federal, State and local agencies' regulations pertaining to the pre-treatment and disposal of non-domestic wastewater to the City's sewer system.
- ◆ Maintained compliance with the Federal requirements for the Energy Efficiency Community Block Grant; the primary funding source for the City's shade structure solar system construction.
- ◆ Participated in regional efforts to encourage oil recycling.
- ◆ Participated in City events including the Lemon Festival, Arbor Day, Community Clean-Up Day and Upland Fun Day.
- ◆ Completed review of Sycamore, Harvest development entitlements.
- ◆ Colonies - Commercial Center Site Build Out Construction (PA-19).
- ◆ Completed a Citywide Engineering Traffic Speed Survey.
- ◆ Completed 80 percent of the sign inventory GIS database.
- ◆ Completed the Emergency Roadway Repair of Euclid Avenue, from "G" Street to 19<sup>th</sup> Street.
- ◆ Completed Street and Water Main Improvements on 14<sup>th</sup> Street, from Euclid Avenue to Campus Avenue.
- ◆ Completed Street and Water Main Improvements on 22<sup>nd</sup> Street, from Mountain Avenue to Euclid Avenue.
- ◆ Completed a draft Alley Improvement Master Plan.
- ◆ Completed Citywide PCC Improvement Project between 13<sup>th</sup> and 14<sup>th</sup> St between Benson Avenue and Mountain Avenue.
- ◆ Completed CDBG Concrete Improvement Project between Amber Court & 11<sup>th</sup> Street and Palm Avenue & Laurel Avenue.
- ◆ Completed a Street Maintenance Slurry Seal and Striping Project on 2<sup>nd</sup> Avenue and 9<sup>th</sup> Street in the Downtown area.
- ◆ Completed a Street Maintenance Slurry Seal and Striping Project in the Colonies development east of Colonies Parkway and Tangelwood.
- ◆ Completed the chain link fence replacement at Ray Baker Field in Memorial Park.
- ◆ Repaired and upgraded electrical power at the intersection of 2<sup>nd</sup> Avenue and 9<sup>th</sup> Street in the Downtown area.

# WATER

## MISSION STATEMENT

To provide the City with a safe and reliable supply of high quality drinking water, meeting all regulatory requirements, in an efficient and cost effective manner.

## WATER ENTERPRISE

The Water Division produces, treats, stores, and distributes adequate supplies of pure, wholesome water for consumption and fire fighting in the most efficient and cost effective way possible. It is responsible for maintaining water quality that continues to meet State and Federal Drinking Water Standards, and in most cases, produces water that is treated to a higher degree than required. The Water Division has also established an asset protection and management plan to ensure infrastructure is effectively renewed, replaced, and maintained.

Additional assignments of the Water Division are asset maintenance for the City's sewer infrastructure; this includes cleaning, customer service, proactive maintenance and emergency response maintenance.

The passage of the Water Conservation Act of 2009 (SBX7-7) requires all urban water suppliers to reduce their water usage 20% by 2020. The Water Division is responsible for meeting this goal and is actively pursuing programs, projects and educational opportunities to ensure compliance. Compliance is measured in Gallons per Capita per Day (GPCD) which accounts for population and all water uses including landscaping, cleaning, cooking and personal needs. The City's benchmark for measuring its water use reduction was set at 273 GPCD based on historical water production records. Although the City has experienced several dry years, progress has been made with a water use reduction. However, on April 1, 2015, the Governor declared a Drought Emergency and signed Executive Order B-29-15, mandating a 25% statewide reduction in drinking water usage. The State Water Resources Control Board (Water Board) was required to develop program compliance regulations. Upland's conservation standard was set at 36%. The City is working to develop a program to meet these mandated reductions.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>PUBLIC WORKS - WATER</b>				
UTILITIES OPERATIONS MANAGER	1.00	1.00	1.00	1.00
WATER CONSERVATION SPECIALIST	1.00	1.00	0.00	0.00
MANAGEMENT ANALYST	0.00	0.00	1.00	1.00
WATER DISTRIBUTION SUPERVISOR	1.00	1.00	0.00	0.00
UTILITY SYSTEM SUPERVISOR	0.00	0.00	1.00	1.00
GIS/CADD TECHNICIAN	1.00	1.00	1.00	1.00

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
CHIEF WATER TREATMENT OPERATOR	0.00	0.00	1.00	1.00
WATER SYSTEMS OPERATOR IV	2.00	2.00	0.00	0.00
WATER SYSTEMS OPERATOR III	0.00	0.00	0.00	0.00
SENIOR WATER TREATMENT OPERATOR	0.00	0.00	2.00	2.00
WATER SYSTEMS OPERATOR II	1.00	1.00	0.00	0.00
WATER SYSTEMS OPERATOR I	1.00	1.00	0.00	0.00
WATER TREATMENT OPERATOR	0.00	0.00	2.00	2.00
LEAD WATER UTILITY WORKER V	1.00	1.00	1.00	0.00
LEAD WATER UTILITY WORKER III	1.00	1.00	1.00	0.00
SENIOR UTILITY SYSTEM WORKER	0.00	0.00	2.00	2.00
WATER UTILITY WORKER V	1.00	1.00	0.00	0.00
WATER UTILITY WORKER IV	1.00	1.00	0.00	0.00
WATER UTILITY WORKER III	0.00	0.00	0.00	0.00
UTILITY SYSTEM WORKER	0.00	0.00	4.00	5.00
WATER UTILITY WORKER II	4.00	4.00	0.00	0.00
WATER UTILITY WORKER I	0.00	0.00	0.00	0.00
SENIOR UTILITY SYSTEM WORKER	0.00	0.00	0.00	1.00
UTILITY SYSTEM WORKER-SEWER	0.00	0.00	0.00	4.00
MAINTENANCE WORKER II	4.00	4.00	4.00	0.00
SENIOR WATER METER TECHNICIAN	1.00	1.00	1.00	1.00
WATER METER TECHNICIAN	2.00	2.00	2.00	2.00
<b>TOTAL DIVISION</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To maintain water quality that meets all State and Federal Drinking Water Standards.
- ◆ To provide high quality, courteous, and prompt customer service.
- ◆ To provide reliable water service at an affordable rate.
- ◆ To enhance water quality by flushing all fire hydrants on a regular basis.
- ◆ To further develop and expand the recycled water system in a cost-effective manner.
- ◆ To maintain the established asset protection and management plan that ensures infrastructure is effectively, renewed, replaced, and maintained.
- ◆ To continue maintenance operations improving reliability.
- ◆ To increase water conservation awareness through public outreach and conservation programs.

- ◆ To accelerate the City’s valve replacement program ensuring compliance with the Department of Public Health recommendations.
- ◆ To continue to promote water conservation best management practices community wide and achieve compliance with new State Water Efficiency requirements, which exceed the 20/20 water reduction requirement.

The Water Division encompasses many duties not listed below. The list provides a representative sample of daily activities.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Water production, acre feet (WFA, SAWCO, WE, & City wells)	16,612	15,962	16,900	16,000
Water samples taken	3,000	3,000	3,000	3,000
Customer inquires (meter leaks, check reads, quality, high consumption, meter lids, general)	930	1,843	1,450	1,500
Meter installations (new service & replacements)	981	906	1,175	1,150
Service maintenance (meter boxes, service leaks, s/c repairs, etc)	814	647	700	700
Main leaks repaired	97	68	70	70
Fire Hydrant damages repaired	37	51	56	50
Fire Hydrants maintained	41	56	44	250
Flush-outs inspected/maintained	-	-	10	20
Number of exercised valves	1,466	1,309	1,500	1,500
Valve Replacement	21	21	25	25
USA tickets received and marked	2,420	2,000	2,450	2,500
Service “turn-on” and “turn-off”	2,858	2,269	2,350	2,450
Water conservation contacts	464	754	110	300
Educational events	8	9	5	20
Water efficient landscape classes	4	1	2	5
New water pipelines and appurtenances installed (linear feet)	-	9,191	19,600	15,000
Manholes inspected and cleaned	1,657	2,172	1,200	1,200

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Miles of main sewer lines cleaned	101	118	80	85
Sewer lateral issues resolved (*)	313	229	195	250
(*) Sewer backup, root & blockage, lateral damage due to city tree's roots and lateral repair				

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Maintained the public infrastructure including potable water lines and valves, sewer lines, manholes, flood control drains, utility pavement repairs, and tree root maintenance.
- ◆ In 2016, residential customers reduced their water use by 22% from 2013.
- ◆ Maintained compliance with weekly, quarterly, and annual Water Quality Monitoring Reports.
- ◆ Completed the Tri-Annual Lead & Copper testing for residential homes.
- ◆ Completed a list of K-12 schools in Upland and notified them of the new State Water Resources Control Board program that requires water agencies to test school drinking water upon request by the school officials.
- ◆ Participated in several regional conservation programs including the Landscape Retrofit Program, the Inland Empire Landscape Transformation Program, Free Sprinkler Nozzles, a Rain Barrel Rebate Program, School Water Awareness Education Event at Foothill Knolls Elementary, and Turf Removal Program.
- ◆ Completed the 2015 Consumer Confidence Report, California Department of Public Health Annual Report and the Department of Water Resources Annual Report.
- ◆ Continued the meter exchange program to replace outdated and worn meters.
- ◆ Continued a service line replacement program to exchange outdated galvanized steel pipe with copper. Completed 50 service line replacements in the Colonies.
- ◆ Rehabilitated City Well #20.
- ◆ Design for replacement of the 7.5 MG reservoir and water improvements.
- ◆ Initiated an evaluation of the 10 MG reservoir and related distribution system for rehabilitation of the reservoir roof.
- ◆ Plant 6 booster 1 was rebuilt and a cash incentive was approved by Southern California Edison.



- ◆ Lemon Heights Well 4 VFD was installed and 9 cash incentive was approved by Southern California Edison.
- ◆ Water Utility staff extended the 12” water inlet pipe, aeration system with 3” spray nozzles, and added a new stainless steel suction strainer to the inside of reservoir 4.
- ◆ Water Utility staff installed a 14” mainline valve; did hot taps to install a 6” fire hydrant lateral including valve and fire hydrant, installed a 4” line with valve and meter for inlet to reservoir 4.
- ◆ Water Utility staff removed 360 feet of vent screening and replaced with new stainless steel screening at reservoir 4. The crew also modified the overflow pipe and bypass pipe for proper airgap requirements and screening.
- ◆ Purchased and installed the Trihalomethane (THM) removal equipment for removal of Tetrachloroethylene (PCE) from Well 7A at Reservoir 4.
- ◆ Zebron polyurethane was applied to the walls and floor of reservoir 4.
- ◆ For traffic safety Water Utility staff, with assistance of KSM Electric, relocated the control box to an electrical vault below ground for West End Well 3 at the Base Line Road entrance to Holiday Rock.
- ◆ Continued to support water conservation education within the community. Participated with the Upland Unified School District students and faculty to perform a Water Conservation exercise, which was video taped by Curiosity Quest to assist in promoting water conservation awareness.

## **SOLID WASTE**

### **MISSION STATEMENT**

To provide efficient and cost effective solid waste services including refuse, recycling, and household hazardous waste collection, and to comply with the State’s regulatory and reporting requirements pursuant to the objective of solid waste diversion.

### **SOLID WASTE**

The Solid Waste Division is responsible for providing Upland residents with quality refuse collection, disposal, recycling, green waste, sharps and household hazardous waste service in the most efficient manner at the lowest possible cost. The Division is also in charge of the State’s regulatory and reporting requirements to meet solid waste diversion objectives including preparation for mandated commercial/multi-family recycling rates.

The City's refuse collection, recycling, and green waste contractor, Burrtec Waste Industries, Inc., is responsible for the collection of solid waste and transportation to an appropriate landfill. In addition, the contractor provides for the collection, processing, and marketing of materials collected through recycling and green waste programs provided by the City.

The Solid Waste Division manages the Household Hazardous Waste Program (HHW) drop-off facility. The facility is open on fair weather Saturdays from 9:00 a.m. – 2:00 p.m. and enables residents to dispose of oil, paint, electronic waste, pharmaceuticals and numerous other items in a safe manner. Now that the Sharps Program has been added to HHW, residents can drive through and drop off their Sharps containers, as well as pick-up new containers free of charge during regular HHW hours. Residents may also pick up free Sharps containers Monday – Thursday between the hours of 8:00 a.m. – 6:00 p.m at the City Yard (1370 N Benson Ave Upland, CA 91786).

### **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To provide courteous prompt customer service for all Solid Waste Programs.
- ◆ To complete the renovation of the Household Hazardous Waste Facility.
- ◆ To implement a recycling program for City facilities.
- ◆ To provide prompt and accurate reporting of solid waste programs and diversion statistics for compliance with State regulatory agencies.
- ◆ To provide used oil and beverage container diversion programs pursuant to State grant objectives; to provide prompt and accurate reporting of grant expenditures for compliance with State regulatory agencies.
- ◆ To reduce the solid waste disposal rate complying with the State's "Not to exceed 5.2 lbs/person/day disposal target" for the City of Upland (SB 1016). The goals of SB 1016 are synonymous with those of State mandated AB 939, necessitating the development of new recycling programs and outreach/educational opportunities to achieve diversion. Additionally, AB 341 mandates commercial and multi-family recycling for those entities that produce four cubic yards or more of refuse per week.
- ◆ Implement a commercial organic waste recycling program in accordance with AB 1826 requirements.
- ◆ To continue recycling programming that will increase diversion which will reduce the City's solid waste disposal rate.
- ◆ To provide on-going recycling, composting, and sharps education to residents and businesses, and to continue to encourage proper disposal of all waste materials and recycling.
- ◆ To increase the amount of commercial and multi-family recycling.

- ◆ To provide a safe and convenient facility to the public for the proper disposal of household hazardous waste and sharps.
- ◆ To educate the community to increase residential green and food waste recycling through composting.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Disposal rate* (pounds per person per day)	3.6	3.6	4.0	5.2
Number of household hazardous waste participants	5,591	5,591	4,827	4,850
Household hazardous waste volume (lbs)	310,100	310,100	320,000	320,000
Number of Solid Waste educational events	6	6	6	6
*Per Senate Bill 1016, the waste diversion measurement system has shifted from a target of diverting at least 50% of municipal waste generated, to a disposal target of (land filling) no more than 50% of municipal waste generated, on a per capita basis. The State has calculated the City of Upland's - not to exceed - 50% equivalent per capita disposal target to be 5.2 pounds per person per day.				

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Utilized grant funding to provide community outreach on household hazardous waste and used oil programs by creating a public service announcement video.
- ◆ Continued newsletters for residential, commercial and multi-family customers.
- ◆ Implemented a Commercial Recycling Education Notification Program in accordance with AB 341.
- ◆ Increased the amount of commercial/multi-family recycling accounts.
- ◆ Received two grants to provide sharps containers free of charge.
- ◆ Instituted “check-in” procedures for the household hazardous waste facility.
- ◆ Completion of sharps and hazwoper training for household hazardous waste personnel.
- ◆ Participated in City events including the Lemon Festival, July 4<sup>th</sup> Celebration, Community Clean-Up Day and Upland Fun Day.

# **SEWER**

## **MISSION STATEMENT**

To provide the City with a reliable sewage disposal service, watershed management, recycled water program implementation, and other environmental services, in an efficient and cost effective manner.

## **SEWER**

The Sewer Division is responsible for providing sewage collection and disposal for residents and businesses. Additionally, the Division is responsible for the beneficial use of the City's sewer system at an equitable cost; implementing a comprehensive program for storm water pollution control to reduce, prevent, or eliminate contamination of surface and groundwater; planning, administering, and identifying rehabilitation and CIP projects; performing sewer camera inspection and lining projects; and, inspecting sewer construction and maintenance projects.

The Division works closely with its wastewater treatment agency; the Inland Empire Utilities Agency (IEUA), on various issues pertaining to wastewater disposal, including the sewage treatment cost for both new development and existing connections. The City pays IEUA for the acquisition, construction, maintenance, and operation of its regional sewer system; wastewater treatment and reuse, or disposal of treated effluent; and facilities, based on the City's pro-rata share of all net audited costs incurred by IEUA in the maintenance and operation of its regional sewage facilities.

The Division is responsible for implementing the Recycled Water Program; evaluating the City's watershed and storm drain system; developing plans to further capture storm water runoff for groundwater recharge; and fulfilling the Sewer System Management Plan requirements. This includes the update of the sewer model for hydraulic evaluation and project identification that are shared with other Public Works Divisions. The Division's activity includes applying for grants to fund pertinent projects.

In addition, the Division is responsible for monitoring and controlling methane gas generated from the closed Upland Sanitary Landfill. This includes the operation of the gas extraction system and the flare station in order to prevent methane migration outside the Landfill perimeter in compliance with requirements imposed by AQMD and other regulatory agencies. Included in this responsibility is the monitoring of groundwater quality underneath the Landfill, as required by State and Federal regulations.

The Division is tasked with performing the National Pollutant Discharge Elimination System (NPDES) Program, which is required by the Regional Water Quality Control Board, via NPDES Permit No. CAS618036. The NPDES permit was issued to the County of San Bernardino, as principal permittee, and the City, as well as local cities, as co-permittees. The NPDES goal is to prevent and eliminate runoff causing impairment to local surface water. The City is bound to the west by the San Antonio Channel and to the east by the Cucamonga Channel, which both discharge to the Santa Ana River. If left uncontrolled, runoff of pollutions can result in destruction of aquatic life habitats and threats to public health. The NPDES Program has mechanisms designed to prevent harmful contaminants from being washed by runoff into local channels. To fulfill that objective,

Division staff inspects certain sites, of private and public businesses, including construction locations, and participates in a variety of storm water pollution activities, including source control, comprehensive bacteria reduction, watershed action and public education.

It is important to note that the City is required by Federal and State Law to comply with the NPDES Permit, otherwise substantial fines and imprisonment could be imposed.

Division staff also participate in the administrative review process and plan checking of development sponsored public improvements.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2017-18 ADOPTED
<b>PUBLIC WORKS - SEWER</b>				
ENVIRONMENTAL QUALITY ADMIN	1.00	1.00	1.00	1.00
ASSOCIATE ENGINEER	1.00	1.00	1.00	1.00
ASSISTANT ENGINEER	1.00	1.00	1.00	1.00
SR ENVIR CONTROL TECHNICIAN	1.00	1.00	1.00	1.00
<b>TOTAL DEPARTMENT</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## **FY 2017-18 GOALS AND OBJECTIVES**

- ◆ To comply with all regulatory requirements in wastewater collection, treatment, discharge services, and environmental mitigation issues, including the National Pollutant Discharge Elimination System (NPDES) and Sewer System Management Plan (SSMP).
- ◆ To ensure City compliance with Federal and State regulations pertaining to storm water and the area-wide NPDES permit.
- ◆ To ensure City compliance with SSMP requirements and prevent sanitary sewer overflows, by developing relevant guidelines and procedures for proper management, operation and maintenance of the City's sewerage collection system. To provide reliable sewerage disposal services to residents and businesses.
- ◆ To perform, construct, implement, or continue the following projects:
  - Sewer Rehabilitation and Relief projects
  - Removal of Turf and Installation of Drought Tolerant Plants at City facilities
  - Modification of the Landfill's Methane Gas Collection System and Flare Station
  - Revision of the Regional Sewerage Contract with the Inland Empire Utilities Agency
  - Recycled Water Program and Water Conservation Project implementation
  - Storm Water Drainage Master Plan
  - Sewer System Master Plan Update
  - Grant funding applications for City projects
- ◆ To continue auditing the billings of utility services (water, sewer and solid waste service) to prevent losses of utility revenues and, ultimately, improve the City's financial stability.
- ◆ To continue managing the post-closure of the Upland Landfill by monitoring, testing, and reporting in accordance with all regulatory requirements.

<b>PERFORMANCE MEASUREMENTS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 PROJECTED</b>	<b>2017-18 TARGET</b>
Sewer miles cleaned or lined (miles)	101 miles cleaned	101 miles cleaned	125 miles cleaned	130 miles cleaned
Sewer miles inspected by camera (*)	-	-	-	25
Sewer manholes/facilities repaired (*)	32	32	25	30
Permitted dischargers or active permits	192	192	195	200
Trunk Line wastewater samples collected	2	2	2	2
Permitted businesses inspected	212	212	209	220
New sewer connections processed	19	19	12	15
Permit violation letters issued (due to discharge limits and reporting requirements)	131	131	6	120
Interior and perimeter Gas Well Collection System readings obtained	59	59	59	59
Landfill probe readings	63	63	63	63
Landfill interior and perimeter gas groundwater samples taken	36	36	36	36
Storm water inspections	101	101	15 (a)	100
Mandated countywide storm water protection meetings attended	12	12	12	12
Development plan checks	246	246	- (b)	- (b)
Recycled water retrofit plans submitted and approved by Department of Public Health	1	1	- (c)	1 (c)
Retrofitted sites/new connections	6	6	1	5
(*) Sewer line camera inspection is intended to be done alternately with sewer rehabilitation. (a) Variation in storm water inspections performed or to be conducted reflects inspection frequency or determination of inspection priorities assigned to industries and businesses, resulting in some years of more inspections than other years. (b) New development plan checks being performed by Development Services (DS) and being reported by DS. (c) Recycled water (RW) retrofit work approaching the end of the first phase RW implementation. New retrofits and connections require additional construction of recycled water lines.				

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

- ◆ Researched, investigated and developed specifications for selection of contractor(s) to replace 25 downtown brick manholes deemed to be structurally vulnerable to earthquake damage (with precast concrete manholes).

- ◆ Applied for and received rebate approvals from the Metropolitan Water District/Inland Empire Utilities Agency for City Hall and City parks removal of turf and installation of drought tolerant plants.
- ◆ Developed bidding documents, selected contractor and managed the turf removal/drought tolerant installation project at City Hall.
- ◆ Researched and gathered water usage and projection data for a consultant to develop the 2015 Urban Water Management Plan (Plan), in compliance with the Urban Water Management Planning Act of Water Code, requiring the Plan to be developed once every five years.
- ◆ Analyzed and determined the sewage flow over reported by the billing staff to the Inland Empire Utilities Agency. This facilitated the refund request of approximately \$412,000, statutorily allowed for the last three years.
- ◆ Achieved 50% modification design for a new landfill gas extraction/flare system to control emission from the City's closed landfill, by use of a carbon filtering system (rather than using supplemental gas).
- ◆ In response to the Order No. R8-2013-0010, issued by the Santa Ana Regional Water Quality Control Board, successfully submitted proposed modifications to the current landfill compliance plan to reduce current quarterly monitoring frequency to once per six month. Received approval for a reduced monitoring program.
- ◆ Conducted the Benson Avenue sewer capacity study, to verify its hydraulic capacity, for proper conditional requirements of the Sycamore Development.
- ◆ Researched and reviewed hydrology materials pertaining to the proposed reduction of the 15<sup>th</sup> Street basin for housing development.
- ◆ Maintained compliance with all regulatory agencies including the South Coast Air Quality Management District, California Integrated Waste Management Board, Regional Water Quality Control Board and County of San Bernardino.
- ◆ Maintained compliance with all Federal, State and local agencies' regulations pertaining to the pre-treatment and disposal of non-domestic wastewater to the City's sewer system.
- ◆ Fulfilled the mandated National Pollutant Discharge Elimination System (NPDES) compliance without a full-time NPDES inspector position.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2017-18 ADOPTED BUDGET**

**PUBLIC WORKS**

**GENERAL FUND - FUND 101**

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>5201 PUBLIC WORKS ADMINISTRATION</b>					
Personnel	\$ 79,459	\$ 76,022	\$ 112,470	\$ 112,470	\$ 116,710
Maintenance & Operations	332,597	185,489	391,220	391,220	590,814
Capital Outlay	-	-	-	-	-
TOTAL PUBLIC WORKS ADMINISTRATION	\$ 412,056	\$ 261,511	\$ 503,690	\$ 503,690	\$ 707,524
<b>5301 ENGINEERING ADMINISTRATION</b>					
Personnel	\$ 218,381	\$ 226,907	\$ 195,250	\$ 195,250	\$ 205,700
Maintenance & Operations	60,043	32,960	53,220	53,220	61,383
Capital Outlay	10,547	-	-	-	-
TOTAL ENGINEERING ADMINISTRATION	\$ 288,971	\$ 259,867	\$ 248,470	\$ 248,470	\$ 267,083
<b>5302 DEVELOPMENT/TRAFFIC ENGINEERING</b>					
Personnel	\$ 261,104	\$ 294,727	\$ 336,020	\$ 336,020	\$ 363,830
Maintenance & Operations	93,726	117,405	73,504	122,162	86,350
Capital Outlay	-	-	-	-	-
TOTAL DEVELOPMENT/TRAFFIC ENGINEERING	\$ 354,830	\$ 412,132	\$ 409,524	\$ 458,182	\$ 450,180
<b>5401 STREET MAINTENANCE</b>					
Personnel	\$ 260,901	\$ 334,413	\$ 489,530	\$ 489,530	\$ 547,860
Maintenance & Operations	100,535	150,543	98,006	98,006	354,133
Capital Outlay	-	-	-	-	-
TOTAL STREET MAINTENANCE	\$ 361,436	\$ 484,956	\$ 587,536	\$ 587,536	\$ 901,993
<b>5402 STREET SWEEPING</b>					
Personnel	\$ 14,228	\$ 330	\$ 19,080	\$ 19,080	\$ 15,780
Maintenance & Operations	-	50	-	-	-
Capital Outlay	-	-	-	-	-
TOTAL STREET SWEEPING	\$ 14,228	\$ 380	\$ 19,080	\$ 19,080	\$ 15,780
<b>5403 SIDEWALK MAINTENANCE</b>					
Personnel	\$ 144,382	\$ 116,924	\$ 143,320	\$ 143,320	\$ 105,600
Maintenance & Operations	31,739	898,190	54,870	54,870	56,084
Capital Outlay	-	-	-	-	-
TOTAL SIDEWALK MAINTENANCE	\$ 176,121	\$ 1,015,114	\$ 198,190	\$ 198,190	\$ 161,684
<b>5404 STREET LIGHTING</b>					
Personnel	\$ 14,056	\$ -	\$ 19,080	\$ 19,080	\$ 15,780
Maintenance & Operations	813,106	824,935	855,511	855,511	855,311
Capital Outlay	-	-	-	-	-
TOTAL STREET LIGHTING	\$ 827,162	\$ 824,935	\$ 874,591	\$ 874,591	\$ 871,091
<b>5405 TRAFFIC CONTROL</b>					
Personnel	\$ 43,003	\$ 75,334	\$ 128,180	\$ 128,180	\$ 114,780
Maintenance & Operations	52,561	13,638	54,528	54,528	32,832
Capital Outlay	-	-	-	-	-
TOTAL TRAFFIC CONTROL	\$ 95,564	\$ 88,972	\$ 182,708	\$ 182,708	\$ 147,612
<b>5406 TRAFFIC FACILITY MAINTENANCE</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	185,493	170,481	212,600	212,600	216,600
Capital Outlay	-	-	-	-	-
TOTAL TRAFFIC FACILITY MAINTENANCE	\$ 185,493	\$ 170,481	\$ 212,600	\$ 212,600	\$ 216,600



		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>PUBLIC WORKS Continued</b>						
<b>5407 WEED ABATEMENT</b>						
Personnel	\$	7,325	\$ 8,909	\$ 8,060	\$ 8,060	\$ 6,750
Maintenance & Operations		22,836	18,941	22,372	22,372	28,506
Capital Outlay		-	-	-	-	-
TOTAL WEED ABATEMENT	\$	30,161	\$ 27,850	\$ 30,432	\$ 30,432	\$ 35,256
<b>5408 FLOOD CONTROL</b>						
Personnel	\$	2,318	\$ 465	\$ -	\$ -	\$ -
Maintenance & Operations		6,202	7,974	15,243	15,243	20,964
Capital Outlay		-	-	-	-	-
TOTAL FLOOD CONTROL	\$	8,520	\$ 8,439	\$ 15,243	\$ 15,243	\$ 20,964
<b>5409 STREET TREE MAINTENANCE</b>						
Personnel	\$	16,546	\$ 465	\$ 37,560	\$ 37,560	\$ 35,570
Maintenance & Operations		440,238	601,505	425,205	484,287	426,189
Capital Outlay		-	-	-	-	-
TOTAL STREET TREE MAINTENANCE	\$	456,784	\$ 601,970	\$ 462,765	\$ 521,847	\$ 461,759
<b>5410 PUBLIC ROW MAINTENANCE</b>						
Personnel	\$	97,440	\$ 92,567	\$ 113,340	\$ 113,340	\$ 101,550
Maintenance & Operations		331,283	337,754	424,299	424,299	432,856
Capital Outlay		-	-	-	-	-
TOTAL PUBLIC ROW MAINTENANCE	\$	428,723	\$ 430,321	\$ 537,639	\$ 537,639	\$ 534,406
<b>5412 MAINTENANCE - MAIN STREET</b>						
Personnel	\$	42,908	\$ 44,089	\$ 47,100	\$ 47,100	\$ 53,240
Maintenance & Operations		-	-	4,000	4,000	4,000
Capital Outlay		-	-	-	-	-
TOTAL MAINTENANCE - MAIN STREET	\$	42,908	\$ 44,089	\$ 51,100	\$ 51,100	\$ 57,240
<b>5413 MAINTENANCE - METROLINK STATION</b>						
Personnel	\$	-	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations		9,237	8,640	15,500	15,500	15,500
Capital Outlay		-	-	-	-	-
TOTAL MAINTENANCE - METROLINK STAT	\$	9,237	\$ 8,640	\$ 15,500	\$ 15,500	\$ 15,500
<b>5414 FLEET MAINTENANCE</b>						
Personnel	\$	-	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations		38,199	-	-	-	-
Capital Outlay		-	-	-	-	-
TOTAL FLEET MAINTENANCE	\$	38,199	\$ -	\$ -	\$ -	\$ -
<b>5416 DAMAGE TO CITY PROPERTY</b>						
Personnel	\$	-	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations		2,510	65,940	54,000	54,000	54,000
Capital Outlay		33,425	-	-	-	-
TOTAL DAMAGE TO CITY PROPERTY	\$	35,935	\$ 65,940	\$ 54,000	\$ 54,000	\$ 54,000
<b>5420 PARK MAINTENANCE</b>						
Personnel	\$	108,413	\$ 123,217	\$ 149,520	\$ 149,520	\$ 173,980
Maintenance & Operations		425,869	382,387	493,044	493,044	561,287
Capital Outlay		15,988	-	-	-	-
TOTAL PARK MAINTENANCE	\$	550,270	\$ 505,604	\$ 642,564	\$ 642,564	\$ 735,267
<b>5421 SPORTS FIELD MAINTENANCE</b>						
Personnel	\$	68,900	\$ 94,670	\$ 125,290	\$ 125,290	\$ 129,930
Maintenance & Operations		132,102	115,053	146,000	146,000	146,000
Capital Outlay		-	-	-	-	-
TOTAL SPORTS FIELD MAINTENANCE	\$	201,002	\$ 209,723	\$ 271,290	\$ 271,290	\$ 275,930

		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>PUBLIC WORKS Continued</b>						
<b>5601</b>	<b>CITY HALL</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	178,599	190,987	221,510	221,510	280,711
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CIVIC CENTER</b>	<b>\$ 178,599</b>	<b>\$ 190,987</b>	<b>\$ 221,510</b>	<b>\$ 221,510</b>	<b>\$ 280,711</b>
<b>101</b>	<b>TOTAL GENERAL FUND</b>					
	Personnel	\$ 1,379,364	\$ 1,489,039	\$ 1,923,800	\$ 1,923,800	\$ 1,987,060
	Maintenance & Operations	3,256,875	4,122,871	3,614,632	3,722,372	4,223,520
	Capital Outlay	59,960	-	-	-	-
	<b>TOTAL GENERAL FUND</b>	<b>\$ 4,696,199</b>	<b>\$ 5,611,910</b>	<b>\$ 5,538,432</b>	<b>\$ 5,646,172</b>	<b>\$ 6,210,580</b>
<b>204</b>	<b>TOTAL GAS TAX</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	1,864	-	-	-	2,500
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	285,549	1,055,480	6,761,678	7,164,015	7,631,271
	<b>TOTAL GAS TAX</b>	<b>\$ 287,413</b>	<b>\$ 1,055,480</b>	<b>\$ 6,761,678</b>	<b>\$ 7,164,015</b>	<b>\$ 7,633,771</b>
<b>205</b>	<b>TOTAL MEASURE I</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	636,930	427,642	3,088,299	3,336,611	2,012,182
	<b>TOTAL MEASURE I</b>	<b>\$ 636,930</b>	<b>\$ 427,642</b>	<b>\$ 3,088,299</b>	<b>\$ 3,336,611</b>	<b>\$ 2,012,182</b>
<b>420</b>	<b>GENERAL CAPITAL IMPROVEMENTS</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	131,035	121	239,811	239,811	519,811
	<b>TOTAL GENERAL CAPITAL IMPROVEMENT</b>	<b>\$ 131,035</b>	<b>\$ 121</b>	<b>\$ 239,811</b>	<b>\$ 239,811</b>	<b>\$ 519,811</b>
<b>421</b>	<b>PARK ACQUISITION &amp; DEVELOPMENT</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	56,722	229	430,590	430,361	250,547
	<b>TOTAL PARK ACQUISITION &amp; DVLMPMT</b>	<b>\$ 56,722</b>	<b>\$ 229</b>	<b>\$ 430,590</b>	<b>\$ 430,361</b>	<b>\$ 250,547</b>
<b>422</b>	<b>STORM DRAIN DEVELOPMENT</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	-	685,957	241,744	241,744	241,561
	<b>TOTAL STORM DRAIN DEVELOPMENT</b>	<b>\$ -</b>	<b>\$ 685,957</b>	<b>\$ 241,744</b>	<b>\$ 241,744</b>	<b>\$ 241,561</b>
<b>423</b>	<b>STREET &amp; TRAFFIC FACILITY DVLPMPT</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	-	68,233	200,000	192,274	1,937,374
	<b>TOTAL STREET &amp; TRAFFIC FACILITY</b>	<b>\$ -</b>	<b>\$ 68,233</b>	<b>\$ 200,000</b>	<b>\$ 192,274</b>	<b>\$ 1,937,374</b>

		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b><u>PUBLIC WORKS Continued</u></b>						
<b>426</b>	<b>STREET &amp; ALLEY REPAIRS</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	-	-	-
	Capital Outlay	-	-	-	-	-
	Capital Improvement Projects	-	579	400,000	399,421	593,921
	<b>TOTAL STREET &amp; ALLEY REPAIRS</b>	<b>\$ -</b>	<b>\$ 579</b>	<b>\$ 400,000</b>	<b>\$ 399,421</b>	<b>\$ 593,921</b>
<b><u>WATER UTILITY - FUND 640</u></b>						
<b>6201</b>	<b>ADMINISTRATION</b>					
	Personnel	\$ 397,214	\$ 459,534	\$ 476,600	\$ 497,490	\$ 484,270
	Maintenance & Operations	2,787,744	1,871,683	2,485,953	2,460,953	2,704,065
	Capital Outlay	-	-	234,500	234,500	355,000
	<b>TOTAL ADMINISTRATION</b>	<b>\$ 3,184,958</b>	<b>\$ 2,331,217</b>	<b>\$ 3,197,053</b>	<b>\$ 3,192,943</b>	<b>\$ 3,543,335</b>
<b>6202</b>	<b>CUSTOMER SERVICE</b>					
	Personnel	\$ 379,803	\$ 423,207	\$ 533,100	\$ 525,600	\$ 606,670
	Maintenance & Operations	169,988	163,184	217,687	225,187	232,020
	Capital Outlay	-	-	-	-	-
	<b>TOTAL CUSTOMER SERVICE</b>	<b>\$ 549,791</b>	<b>\$ 586,391</b>	<b>\$ 750,787</b>	<b>\$ 750,787</b>	<b>\$ 838,690</b>
<b>6203</b>	<b>METER SERVICES</b>					
	Personnel	\$ 165,976	\$ 202,524	\$ 230,260	\$ 230,260	\$ 275,520
	Maintenance & Operations	270,019	299,842	411,531	411,531	472,565
	Capital Outlay	-	-	-	-	-
	<b>TOTAL METER SERVICES</b>	<b>\$ 435,995</b>	<b>\$ 502,366</b>	<b>\$ 641,791</b>	<b>\$ 641,791</b>	<b>\$ 748,085</b>
<b>6205</b>	<b>PRODUCTION &amp; STORAGE</b>					
	Personnel	\$ 422,197	\$ 383,385	\$ 625,390	\$ 625,390	\$ 578,230
	Maintenance & Operations	11,345,808	8,936,898	13,076,879	13,026,879	14,736,592
	Capital Outlay	-	-	-	-	-
	<b>TOTAL PRODUCTION &amp; STORAGE</b>	<b>\$ 11,768,005</b>	<b>\$ 9,320,283</b>	<b>\$ 13,702,269</b>	<b>\$ 13,652,269</b>	<b>\$ 15,314,822</b>
<b>6206</b>	<b>TRANSMISSION &amp; DISTRIBUTION</b>					
	Personnel	\$ 791,056	\$ 803,376	\$ 1,170,350	\$ 1,170,350	\$ 1,038,680
	Maintenance & Operations	241,599	401,100	468,894	518,894	587,224
	Capital Outlay	-	-	-	-	-
	<b>TOTAL TRANSMISSION &amp; DISTRIBUTION</b>	<b>\$ 1,032,655</b>	<b>\$ 1,204,476</b>	<b>\$ 1,639,244</b>	<b>\$ 1,689,244</b>	<b>\$ 1,625,904</b>
<b>6207</b>	<b>WECWC MANAGEMENT CONTROL</b>					
	Personnel	\$ 93,088	\$ 90,916	\$ 96,960	\$ 96,960	\$ 105,560
	Maintenance & Operations	45	25	7,400	7,400	7,400
	Capital Outlay	-	-	-	-	-
	<b>TOTAL WECWC MANAGEMENT CONTROL</b>	<b>\$ 93,133</b>	<b>\$ 90,941</b>	<b>\$ 104,360</b>	<b>\$ 104,360</b>	<b>\$ 112,960</b>
<b>6208</b>	<b>WATER CONSERVATION</b>					
	Personnel	\$ 38,463	\$ 43,584	\$ 106,890	\$ 106,890	\$ 119,850
	Maintenance & Operations	36,558	49,357	158,655	158,655	155,300
	Capital Outlay	-	-	-	-	-
	<b>TOTAL WATER CONSERVATION</b>	<b>\$ 75,021</b>	<b>\$ 92,941</b>	<b>\$ 265,545</b>	<b>\$ 265,545</b>	<b>\$ 275,150</b>
<b>6210</b>	<b>DEBT SERVICE</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	652,587	506,610	418,300	420,450	390,900
	Capital Outlay	-	-	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>\$ 652,587</b>	<b>\$ 506,610</b>	<b>\$ 418,300</b>	<b>\$ 420,450</b>	<b>\$ 390,900</b>

		2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>PUBLIC WORKS Continued</b>						
<b>6211</b>	<b>STORM WATER MGMT AND RECHARGE</b>					
	Personnel	\$ 86,122	\$ 95,278	\$ 207,800	\$ 207,800	\$ 209,510
	Maintenance & Operations	102,091	121,107	162,800	162,800	186,200
	Capital Outlay	-	-	-	-	-
	<b>TOTAL STORM WATER MGMT AND RECHA</b>	<b>\$ 188,213</b>	<b>\$ 216,385</b>	<b>\$ 370,600</b>	<b>\$ 370,600</b>	<b>\$ 395,710</b>
<b>6212</b>	<b>PVPA</b>					
	Personnel	\$ 17,307	\$ 23,147	\$ -	\$ -	\$ -
	Maintenance & Operations	488	2,949	-	-	-
	Capital Outlay	-	-	-	-	-
	<b>TOTAL PVPA</b>	<b>\$ 17,795</b>	<b>\$ 26,096</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>640</b>	<b>TOTAL WATER</b>					
	Personnel	\$ 2,391,225	\$ 2,524,951	\$ 3,447,350	\$ 3,460,740	\$ 3,418,290
	Maintenance & Operations	15,606,928	12,352,754	17,408,099	17,392,749	19,472,266
	Capital Outlay	-	-	234,500	234,500	355,000
	Capital Improvement Projects	-	-	5,398,535	5,569,343	6,315,209
	<b>TOTAL WATER</b>	<b>\$ 17,998,153</b>	<b>\$ 14,877,705</b>	<b>\$ 26,488,484</b>	<b>\$ 26,657,332</b>	<b>\$ 29,560,765</b>
<b>SOLID WASTE UTILITY- FUND 641</b>						
<b>6301</b>	<b>SOLID WASTE</b>					
	Personnel	\$ 274,024	\$ 216,127	\$ 262,590	\$ 261,430	\$ 290,400
	Maintenance & Operations	9,393,283	9,398,642	9,548,043	9,558,043	10,259,435
	Capital Outlay	-	-	-	-	-
	<b>TOTAL SOLID WASTE</b>	<b>\$ 9,667,307</b>	<b>\$ 9,614,769</b>	<b>\$ 9,810,633</b>	<b>\$ 9,819,473</b>	<b>\$ 10,549,835</b>
<b>6302</b>	<b>HOUSEHOLD HAZARDOUS WASTE</b>					
	Personnel	\$ 72,250	\$ 73,850	\$ 90,450	\$ 90,450	\$ 100,930
	Maintenance & Operations	71,423	89,256	90,500	90,500	90,500
	Capital Outlay	-	-	-	-	-
	<b>TOTAL HOUSEHOLD HAZARDOUS WASTE</b>	<b>\$ 143,673</b>	<b>\$ 163,106</b>	<b>\$ 180,950</b>	<b>\$ 180,950</b>	<b>\$ 191,430</b>
<b>6303</b>	<b>SHARPS</b>					
	Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
	Maintenance & Operations	-	-	5,000	5,000	5,000
	Capital Outlay	-	-	-	-	-
	<b>TOTAL SHARPS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
<b>6311</b>	<b>USED OIL RECYCLING GRANTS</b>					
	Personnel	\$ 141	\$ 3,418	\$ -	\$ -	\$ -
	Maintenance & Operations	21,531	4,698	-	-	1,800
	Capital Outlay	-	-	-	-	-
	<b>TOTAL USED OIL RECYCLING GRANT</b>	<b>\$ 21,672</b>	<b>\$ 8,116</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,800</b>
<b>6312</b>	<b>BEVERAGE CONTAINER GRANTS</b>					
	Personnel	\$ -	\$ -	\$ 2,840	\$ 2,840	\$ 3,710
	Maintenance & Operations	-	7,403	-	46,013	-
	Capital Outlay	-	-	-	-	-
	<b>TOTAL BEVERAGE CONTAINER GRANT</b>	<b>\$ -</b>	<b>\$ 7,403</b>	<b>\$ 2,840</b>	<b>\$ 48,853</b>	<b>\$ 3,710</b>
<b>641</b>	<b>TOTAL SOLID WASTE</b>					
	Personnel	\$ 346,415	\$ 293,395	\$ 355,880	\$ 354,720	\$ 395,040
	Maintenance & Operations	9,486,237	9,499,999	9,643,543	9,699,556	10,356,735
	Capital Outlay	-	-	-	-	-
	<b>TOTAL SOLID WASTE</b>	<b>\$ 9,832,652</b>	<b>\$ 9,793,394</b>	<b>\$ 9,999,423</b>	<b>\$ 10,054,276</b>	<b>\$ 10,751,775</b>

**PUBLIC WORKS Continued**

2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
-------------------	-------------------	--------------------	--------------------	--------------------

**SEWER UTILITY - FUND 645****6401 LANDFILL SITE MAINTENANCE**

Personnel	\$ 85,681	\$ 89,121	\$ 111,670	\$ 133,972	\$ 114,470
Maintenance & Operations	112,602	96,339	196,875	196,875	205,900
Capital Outlay	-	-	-	-	-
<b>TOTAL LANDFILL SITE MAINTENANCE</b>	<b>\$ 198,283</b>	<b>\$ 185,460</b>	<b>\$ 308,545</b>	<b>\$ 330,847</b>	<b>\$ 320,370</b>

**6402 MAINTENANCE & OPERATIONS**

Personnel	\$ 519,633	\$ 680,196	\$ 771,710	\$ 778,230	\$ 938,560
Maintenance & Operations	798,966	422,697	551,354	556,354	691,658
Capital Outlay	-	-	458,500	458,500	205,000
<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	<b>\$ 1,318,599</b>	<b>\$ 1,102,893</b>	<b>\$ 1,781,564</b>	<b>\$ 1,793,084</b>	<b>\$ 1,835,218</b>

**6403 SEWER - RESIDENTIAL**

Personnel	\$ 172,696	\$ 188,619	\$ 237,750	\$ 249,927	\$ 228,160
Maintenance & Operations	4,932,184	5,132,306	5,833,857	5,833,857	6,158,112
Capital Outlay	-	-	-	-	-
<b>TOTAL SEWER - RESIDENTIAL</b>	<b>\$ 5,104,880</b>	<b>\$ 5,320,925</b>	<b>\$ 6,071,607</b>	<b>\$ 6,083,784</b>	<b>\$ 6,386,272</b>

**6404 SEWER - NON-RESIDENTIAL**

Personnel	\$ 107,743	\$ 100,319	\$ 107,540	\$ 122,153	\$ 110,860
Maintenance & Operations	112,665	43,422	1,346,948	1,317,856	1,329,234
Capital Outlay	-	-	-	-	-
<b>TOTAL SEWER - NON-RESIDENTIAL</b>	<b>\$ 220,408</b>	<b>\$ 143,741</b>	<b>\$ 1,454,488</b>	<b>\$ 1,440,009</b>	<b>\$ 1,440,094</b>

**645 TOTAL SEWER**

Personnel	\$ 885,753	\$ 1,058,256	\$ 1,228,670	\$ 1,284,282	\$ 1,392,050
Maintenance & Operations	5,956,417	5,694,764	7,929,034	7,904,942	8,384,904
Capital Outlay	-	-	458,500	458,500	205,000
Capital Improvement Projects	-	-	1,340,000	1,340,000	1,425,000
<b>TOTAL SEWER</b>	<b>\$ 6,842,170</b>	<b>\$ 6,753,020</b>	<b>\$ 10,956,204</b>	<b>\$ 10,987,724</b>	<b>\$ 11,406,954</b>

**752 TOTAL FLEET MANAGEMENT FUND**

Personnel	\$ 323,197	\$ 316,218	\$ 378,610	\$ 378,610	\$ 387,900
Maintenance & Operations	288,177	340,697	262,318	262,318	329,815
Capital Outlay	-	-	-	597,106	621,200
<b>TOTAL VEHICLE MANAGEMENT FUND</b>	<b>\$ 611,374</b>	<b>\$ 656,915</b>	<b>\$ 640,928</b>	<b>\$ 1,238,034</b>	<b>\$ 1,338,915</b>

**754 TOTAL BUILDING MAINT & OPERATIONS FUND**

Personnel	\$ 316,500	\$ 331,250	\$ 515,660	\$ 495,887	\$ 531,500
Maintenance & Operations	236,610	336,779	414,990	424,763	505,255
Capital Outlay	-	16,000	169,000	202,000	57,980
<b>TOTAL BUILDING MAINT &amp; OPERATIONS</b>	<b>\$ 553,110</b>	<b>\$ 684,029</b>	<b>\$ 1,099,650</b>	<b>\$ 1,122,650</b>	<b>\$ 1,094,736</b>

**TOTAL PUBLIC WORKS**

Personnel	\$ 5,642,455	\$ 6,013,108	\$ 7,849,970	\$ 7,898,039	\$ 8,111,840
Maintenance & Operations	34,833,107	32,347,866	39,272,616	39,406,700	43,274,996
Capital Outlay	59,960	16,000	862,000	1,492,106	1,239,180
Capital Improvement Projects*	1,110,236	2,238,241	18,100,657	18,913,580	20,926,876
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 41,645,758</b>	<b>\$ 40,615,216</b>	<b>\$ 66,085,243</b>	<b>\$ 67,710,425</b>	<b>\$ 73,552,892</b>

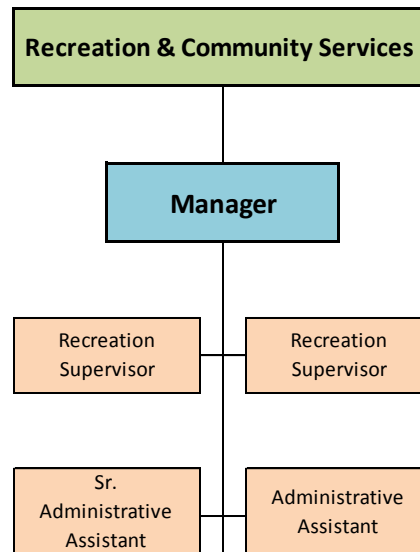
\*For Capital Improvement Projects details, see the Capital Improvement Project section.

**CITY OF UPLAND**  
**PUBLIC WORKS**  
FY 2017-18 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

OBJECT CODE	EXPENSE CLASSIFICATION	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
	<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	\$ 51,535	\$ 41,962	\$ 70,920	\$ 70,920	\$ 74,400
5111	Salaries- Full Time	3,717,004	3,831,564	4,555,230	4,542,548	4,622,260
5112	Salaries- Temporary/ Part Time	128,962	178,510	501,250	533,853	446,660
5113	Overtime	175,555	185,675	202,000	224,000	261,850
5116	Fringe Benefits	765,100	838,034	1,202,110	1,206,451	1,229,360
5117	Retirement Contributions	804,299	937,363	1,318,460	1,320,267	471,940
5119	Unfunded Annual PERS Liability	-	-	-	-	1,005,370
	<b>TOTAL PERSONNEL EXPENSES</b>	\$ 5,642,455	\$ 6,013,108	\$ 7,849,970	\$ 7,898,039	\$ 8,111,840
	<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	\$ 13,280	\$ 13,508	\$ 39,200	\$ 39,200	\$ 34,300
5212	Advertising	13,136	7,544	21,700	21,700	22,500
5213	Dues & Subscriptions	2,578	5,624	11,030	11,030	9,925
5215	Training/ Conferences/ Meetings	8,379	8,626	46,075	46,075	46,375
5216	Office Supplies	2,684	4,574	15,400	15,400	15,100
5217	Other Supplies/Materials	552,201	651,791	1,156,820	1,104,931	1,191,277
5218	Uniform Expense	15,819	23,620	39,060	39,060	30,900
5219	Registration/ Permits/ Licenses	181,749	172,302	242,200	242,200	276,300
5220	Fuel Usage	145,932	100,225	145,120	145,120	145,250
5222	Print/ Mail Charges	37,533	-	-	-	-
5223	Information Systems Charges	963,978	235,813	330,663	332,552	402,993
5224	Vehicle Charges	176,887	272,633	292,007	292,007	647,406
5225	Building Maint & Operations	217,144	241,987	263,844	263,844	371,614
5227	Vehicle Parts/ Materials	173,819	303,447	194,750	194,750	205,160
5231	Office Equipment (Under 5,000)	-	19	1,500	1,500	1,500
5232	Computer Equip (Under 5,000)	2,891	-	-	-	-
5233	Other Equipment (Under 5,000)	14,294	4,551	-	-	-
5241	Utilities- Electric	2,637,006	2,428,180	3,052,900	3,052,900	2,904,400
5242	Utilities- Gas	14,607	10,825	10,700	10,700	11,200
5243	Utilities- Telephone	22,988	4,335	-	-	-
5244	Utilities- Water	9,397,878	7,008,147	9,994,200	9,994,200	11,886,232
5245	Maint- Build/ Struct/ Grounds	236,657	336,780	414,990	424,763	505,255
5246	Maintenance- Equipment	216	462	7,700	7,700	600
5247	Maint- Vehicles	1	-	-	-	3,550
5248	Maintenance- Other	18,730	19,290	37,000	37,000	50,000
5249	Other Maintenance	20	11,581	43,000	43,000	53,000
5251	Legal Services	99,597	24,183	1,310,000	1,260,908	1,295,000
5252	Professional Services	130,577	140,322	175,050	217,438	215,150
5253	Contract Services	863,454	915,384	1,082,100	1,152,100	1,219,000
5255	Banking Services	108,553	118,220	100,000	100,000	126,100
5256	Solid Waste Services	8,757,543	8,943,152	8,979,210	8,979,210	9,600,000
5257	Sewer Treatment Disposal Services	4,717,383	4,900,510	5,522,600	5,522,600	5,851,900
5258	Other Services	1,384,559	1,227,098	1,753,825	1,863,640	1,811,495
5259	Recycled Water Purchase	480,516	721,376	1,242,000	1,242,000	1,175,000
5273	Workers Compensation Charges	314,269	14,819	276,197	276,197	436,149
5274	Unemployment Charges	-	-	18,424	18,424	36,894
5275	Long-term Disability Charges	-	-	25,533	25,533	37,145
5276	Liability Charges	605,102	1,180,449	464,376	464,376	656,377
5277	Loss Prevention Charges	-	-	24,296	24,296	44,764
5292	Administrative Services Expense	1,567,076	1,485,291	1,449,863	1,449,863	1,501,059
5295	Pump/ Diesel Taxes	2,761	1,655	5,000	5,000	5,000
5324	Other Post-Employment Benefits	289,571	299,551	74,483	74,483	67,625
5421	Lease Principal Expense	9,037	3,382	2,500	3,700	3,750
5424	Bond Principal Payment	109,026	506,610	-	-	-
5425	Bond Interest Expense	541,811	-	407,300	407,300	377,750
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	\$ 34,833,107	\$ 32,347,866	\$ 39,272,616	\$ 39,406,700	\$ 43,274,996
	<b>CAPITAL OUTLAY</b>					
5528	Improvements Other Than Buildings	\$ -	\$ 16,000	\$ -	\$ -	\$ -
5529	Building Improvements	-	-	169,000	202,000	57,980
5530	Machinery & Equipment	59,960	-	-	-	-
5531	Vehicles	-	-	693,000	1,290,106	1,181,200
XXXX	Capital Improvement Projects	1,110,236	2,238,241	18,100,657	18,913,580	20,926,876
	<b>TOTAL CAPITAL OUTLAY</b>	\$ 1,170,196	\$ 2,254,241	\$ 18,962,657	\$ 20,405,686	\$ 22,166,056
	<b>TOTAL DEPARTMENT</b>	\$ 41,645,758	\$ 40,615,215	\$ 66,085,243	\$ 67,710,425	\$ 73,552,892

# COMMUNITY SERVICES

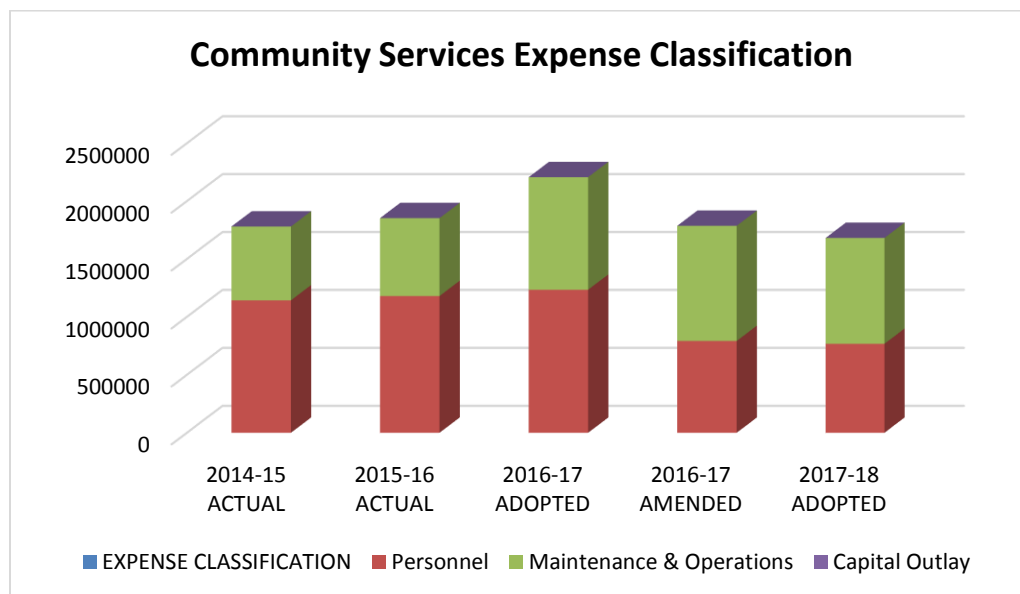
City of Upland  
Organizational Chart  
Fiscal Year 2017-18



## MISSION STATEMENT

The Community Services Department is committed to providing the citizens of Upland with quality library services, recreational programs and well maintained parks. The department also serves as a resource to other City Departments and community organizations. We strive to consistently be a model, well-run, efficient department.

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>EXPENSE CLASSIFICATION</b>					
Personnel	\$ 1,142,108	\$ 1,179,302	\$ 1,233,540	\$ 791,740	\$ 767,240
Maintenance & Operations	638,291	673,269	973,004	994,371	914,086
Capital Outlay	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>\$ 1,780,399</b>	<b>\$ 1,852,571</b>	<b>\$ 2,206,544</b>	<b>\$ 1,786,111</b>	<b>\$ 1,681,326</b>



	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>FUNDING SOURCES*</b>					
GENERAL FUND	\$ 1,776,899	\$ 1,847,219	\$ 2,206,544	\$ 1,729,444	\$ 1,681,326
OTHER GRANTS	3,500	5,352	-	56,667	-
<b>TOTAL BUDGET</b>	<b>\$ 1,780,399</b>	<b>\$ 1,852,571</b>	<b>\$ 2,206,544</b>	<b>\$ 1,786,111</b>	<b>\$ 1,681,326</b>



## RECREATION

The Recreation Division is committed to creating community through people, parks and programs. Our purpose is to provide recreational programs and community services which enrich the quality of life for Upland residents by promoting health, wellness and human development; and to maintain recreational facilities thus enhancing the desirability of the City as a place to live and strengthening community image.

<b>PERSONNEL</b>				
<b>PERMANENT POSITIONS</b>	<b>2014-15 ACTUAL</b>	<b>2015-16 ACTUAL</b>	<b>2016-17 ADOPTED</b>	<b>2017-18 ADOPTED</b>
<b>RECREATION AND COMMUNITY SERVICES</b>				
COMMUNITY SERVICES DIRECTOR	1.00	1.00	1.00	1.00
RECREATION SUPERVISOR	0.00	0.00	0.00	2.00
RECREATION COORDINATOR	3.00	3.00	3.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	0.00	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	0.00	0.00	0.00	1.00
ADMINISTRATIVE ASSISTANT III	1.00	1.00	0.00	0.00
ADMINISTRATIVE ASSISTANT II	1.00	1.00	1.00	0.00
CUSTODIAN	1.50	0.00	0.00	0.00
<b>ANIMAL SERVICES*</b>				
ANIMAL SERVICES SUPERVISOR	1.00	1.00	0.00	0.00
ANIMAL CONTROL OFFICER	3.00	3.00	0.00	0.00
ANIMAL SHELTER ATTENDANT II	2.00	2.00	0.00	0.00
ANIMAL SHELTER ATTENDANT I	1.00	1.00	0.00	0.00
<b>LIBRARY</b>				
PRINCIPAL LIBRARIAN	2.00	0.00	0.00	0.00
SENIOR LIBRARIAN	0.50	0.00	0.00	0.00
LITERACY COORDINATOR	1.00	0.00	0.00	0.00
SENIOR LIBRARY ASSISTANT	2.00	0.00	0.00	0.00
LIBRARY TECHNICIAN	2.00	0.00	0.00	0.00
LIBRARY ASSISTANT	0.75	0.00	0.00	0.00
SENIOR LIBRARY CLERK	1.5	0.00	0.00	0.00
LIBRARY CLERK	1.25	0.00	0.00	0.00
LIBRARY MONITOR	0.75	0.00	0.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	1.00	0.00	0.00	0.00
<b>TOTAL DIVISION</b>	<b>27.25</b>	<b>13.00</b>	<b>6.00</b>	<b>5.00</b>
* In FY 2016-17, Animal Services was moved to the Police Department.				

## FY 2017-18 GOALS AND OBJECTIVES

### ♦ To reduce costs and increase revenue by operating in a more efficient manner

#### *Objectives:*

- Utilize volunteers more efficiently by developing a proactive approach to assignments.
- Increase sponsorships for programs.
- Work with community groups to share costs for programs and facility maintenance.
- Practice preventative maintenance techniques.
- Enhance program advertising

PERFORMANCE MEASUREMENTS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Volunteer hours provided	14,808	15,725	13,000	13,500
Revenue received from sponsorships	\$34,978	\$27,605	\$25,000	\$27,000

♦ **To enrich the lives of residents by expanding and enhancing the recreational and community services programs offered**

*Objectives*

- Develop a family fitness program which encompasses the benefits of exercise, good nutrition and stress reduction in maintaining a healthy body.
- Host workshops on topics of interest to seniors, families with children, young adults, etc.
- Continue to expand class offerings through the Recreation and Community Services Division.
- Partner with other departments and outside agencies to offer programs.
  - Ex: Spring 2018: Partnership with Upland Chamber of Commerce.
  - Ex: Summer 2017: Partnership with Animal Services for Movies & Concerts with “Doggie Date Night.”
  - Ex: Fall 2017: Partnership with Public Works for “America Recycles Day.”
- Maintain the number of excursions offered per year to encourage increased activity levels for the mature audience.

PERFORMANCE MEASUREMENTS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Classes held	1,268	1,475	1,725	1,750
Special events held	54	61	80	80

♦ **To foster a positive image of the City by creating opportunities to promote the City as being a safe place to live with staff who are concerned about the well-being of its residents.**

*Objectives*

- Actively participate in community events
- Attend community meetings/meet with concerned citizens
- Provide professional looking advertising for services offered
- Emphasize good customer service by providing staff training opportunities
- Closely work with large groups wishing to utilize City parks to hold events

PERFORMANCE MEASUREMENTS	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 PROJECTED	2017-18 TARGET
Community events attended	152	157	125	130

## **FY 2016-17 MAJOR ACCOMPLISHMENTS**

Expansion of the community based programs offered by the Division.

- Coordinated projects for boy scouts working on their Eagle Scout designation.
- Partnered with San Antonio Regional Hospital for Senior Health & Wellness and Generations Ahead programming.
- In partnership with FSA (Family Service Association) to provide healthy meals for seniors at the Gibson Senior Center.
- In partnership with Let's Move – An initiative for a healthier America and to help solve the epidemic of childhood obesity within our generation.

Expanded community events offered by the Division.

- In partnership with the Upland Fire Department and CERT, hosted Inside Upland Family Preparedness Day & Upland Fire Department Open House in October 2016.
- Hosted the Generations Mother's Day Tea in May 2017.
- Will host the Gibson Platinum Walk marking the 20<sup>th</sup> Anniversary of the Gibson Senior Center in June 2017.
- Will host the 2017 4<sup>th</sup> of July Firecracker 5K Fun Run/Walk, Pancake Breakfast and Wheels on Parade as a holiday alternative to the Annual 4<sup>th</sup> of July Fireworks Spectacular.
- Hosted the Veteran's Day Parade in conjunction with the Veteran's Monument Committee in November 2016.
- Hosted the Tree Lighting Ceremony in the Civic Center Courtyard in December 2016.

The Division put on several events throughout the year as part of our Healthy Upland (Formerly Get Fit Upland) campaign including:

- The 2016 5k Turkey Trot on Thanksgiving morning with over 500 participants.
- The 2017 Biggest Loser Challenge featuring 54 participants dedicated to getting in better shape. Contestants participated in several activities and classes designed to get them moving and keep them motivated. Crunch Fitness Upland was a special partner offering a 10-week membership and a session with a personal trainer. San Antonio Regional Hospital provided a registered dietician to present a nutritional power point.
- Hosted "Lettuce Grow A Garden" to encourage children and family to grow a garden and reap the benefits in April 2017.
- The Gibson Senior Center hosted a lecture series regarding health and fitness.
- Additionally, several new fitness related classes were implemented throughout the year for youth, adults and seniors.

**CITY OF UPLAND**  
**EXPENDITURE SUMMARY BY DIVISION**  
**FY 2017-18 ADOPTED BUDGET**

	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
<b>COMMUNITY SERVICES</b>					
<b>4201 RECREATION ADMINISTRATION</b>					
Personnel	\$ 482,789	\$ 517,219	\$ 562,640	\$ 562,640	\$ 558,340
Maintenance & Operations	145,593	147,386	230,534	238,862	225,067
Capital Outlay	-	-	-	-	-
<b>TOTAL RECREATION ADMINISTRATION</b>	<b>\$ 628,382</b>	<b>\$ 664,605</b>	<b>\$ 793,174</b>	<b>\$ 801,502</b>	<b>\$ 783,407</b>
<b>4202 RECREATION CLASSES</b>					
Personnel	\$ -	\$ 244	\$ -	\$ -	\$ -
Maintenance & Operations	193,435	174,107	231,000	231,000	214,300
Capital Outlay	-	-	-	-	-
<b>TOTAL RECREATION CLASSES</b>	<b>\$ 193,435</b>	<b>\$ 174,351</b>	<b>\$ 231,000</b>	<b>\$ 231,000</b>	<b>\$ 214,300</b>
<b>4203 RECREATION FACILITIES</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	28,135	37,846	106,842	106,842	109,429
Capital Outlay	-	-	-	-	-
<b>TOTAL RECREATION FACILITIES</b>	<b>\$ 28,135</b>	<b>\$ 37,846</b>	<b>\$ 106,842</b>	<b>\$ 106,842</b>	<b>\$ 109,429</b>
<b>4204 YOUTH PROGRAMS/SPORTS</b>					
Personnel	\$ 39,567	\$ 38,157	\$ 47,680	\$ 47,680	\$ 47,680
Maintenance & Operations	23,708	28,102	28,760	28,760	27,710
Capital Outlay	-	-	-	-	-
<b>TOTAL YOUTH PROGRAMS/SPORTS</b>	<b>\$ 63,275</b>	<b>\$ 66,259</b>	<b>\$ 76,440</b>	<b>\$ 76,440</b>	<b>\$ 75,390</b>
<b>4205 SENIOR CENTER</b>					
Personnel	\$ 138,776	\$ 138,241	\$ 125,170	\$ 125,170	\$ 116,370
Maintenance & Operations	99,998	134,340	202,922	202,922	216,119
Capital Outlay	-	-	-	-	-
<b>TOTAL SENIOR CENTER</b>	<b>\$ 238,774</b>	<b>\$ 272,581</b>	<b>\$ 328,092</b>	<b>\$ 328,092</b>	<b>\$ 332,489</b>
<b>4206 SPECIAL EVENTS</b>					
Personnel	\$ 6,696	\$ 3,174	\$ 7,170	\$ 7,170	\$ 4,770
Maintenance & Operations	48,941	41,966	53,150	53,650	17,100
Capital Outlay	-	-	-	-	-
<b>TOTAL SPECIAL EVENTS</b>	<b>\$ 55,637</b>	<b>\$ 45,140</b>	<b>\$ 60,320</b>	<b>\$ 60,820</b>	<b>\$ 21,870</b>
<b>4207 COMMUNITY OUTREACH SERVICES</b>					
Personnel	\$ 23,154	\$ 23,926	\$ 28,410	\$ 28,410	\$ 28,410
Maintenance & Operations	5,006	4,576	5,490	5,490	5,400
Capital Outlay	-	-	-	-	-
<b>TOTAL COMMUNITY OUTREACH SERVICES</b>	<b>\$ 28,160</b>	<b>\$ 28,502</b>	<b>\$ 33,900</b>	<b>\$ 33,900</b>	<b>\$ 33,810</b>
<b>4208 ACCESS PROGRAM</b>					
Personnel	\$ 428,118	\$ 449,665	\$ 450,800	\$ -	\$ -
Maintenance & Operations	48,350	35,721	35,128	-	-
Capital Outlay	-	-	-	-	-
<b>TOTAL ACCESS PROGRAM</b>	<b>\$ 476,468</b>	<b>\$ 485,386</b>	<b>\$ 485,928</b>	<b>\$ -</b>	<b>\$ -</b>
<b>4210 LANDECENA CENTER</b>					
Personnel	\$ 111	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	7,931	12,975	29,376	29,376	32,337
Capital Outlay	-	-	-	-	-
<b>TOTAL LANDECENA CENTER</b>	<b>\$ 8,042</b>	<b>\$ 12,975</b>	<b>\$ 29,376</b>	<b>\$ 29,376</b>	<b>\$ 32,337</b>

**COMMUNITY SERVICES Continued**

2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
-------------------	-------------------	--------------------	--------------------	--------------------

**4402 CARNEGIE LIBRARY OPERATION**

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	32,493	50,350	47,152	47,152	63,774
Capital Outlay	-	-	-	-	-
<b>TOTAL CARNEGIE LIBRARY OPERATION</b>	<b>\$ 32,493</b>	<b>\$ 50,350</b>	<b>\$ 47,152</b>	<b>\$ 47,152</b>	<b>\$ 63,774</b>

**4403 LIBRARY LITERACY PROGRAM**

Personnel	\$ 13,547	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>TOTAL CARNEGIE LIBRARY OPERATION</b>	<b>\$ 13,547</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**4408 FUTURE FORCE- LIBRARY GRANT**

Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Maintenance & Operations	40	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>TOTAL CARNEGIE LIBRARY OPERATION</b>	<b>\$ 40</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**4409 PASSPORTS**

Personnel	\$ 9,350	\$ 8,307	\$ 11,670	\$ 11,670	\$ 11,670
Maintenance & Operations	1,161	917	2,650	2,650	2,850
Capital Outlay	-	-	-	-	-
<b>TOTAL PASSPORTS</b>	<b>\$ 10,511</b>	<b>\$ 9,224</b>	<b>\$ 14,320</b>	<b>\$ 14,320</b>	<b>\$ 14,520</b>

**101 TOTAL GENERAL FUND**

Personnel	\$ 1,142,109	\$ 1,178,934	\$ 1,233,540	\$ 782,740	\$ 767,240
Maintenance & Operations	634,791	668,286	973,004	946,704	914,086
Capital Outlay	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,776,900</b>	<b>\$ 1,847,219</b>	<b>\$ 2,206,544</b>	<b>\$ 1,729,444</b>	<b>\$ 1,681,326</b>

**217 TOTAL OTHER GRANTS**

Personnel	\$ -	\$ 369	\$ -	\$ 9,000	\$ -
Maintenance & Operations	3,500	4,983	-	47,667	-
Capital Outlay	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 3,500</b>	<b>\$ 5,352</b>	<b>\$ -</b>	<b>\$ 56,667</b>	<b>\$ -</b>

**TOTAL COMMUNITY SERVICES**

Personnel	\$ 1,142,109	\$ 1,179,303	\$ 1,233,540	\$ 791,740	\$ 767,240
Maintenance & Operations	638,291	673,269	973,004	994,371	914,086
Capital Outlay	-	-	-	-	-
<b>TOTAL COMMUNITY SERVICES</b>	<b>\$ 1,780,400</b>	<b>\$ 1,852,572</b>	<b>\$ 2,206,544</b>	<b>\$ 1,786,111</b>	<b>\$ 1,681,326</b>

**CITY OF UPLAND**  
**COMMUNITY SERVICES**  
FY 2017-18 ANNUAL BUDGET  
SUMMARY BY OBJECT CODE

OBJECT CODE	EXPENSE CLASSIFICATION	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ADOPTED	2016-17 AMENDED	2017-18 ADOPTED
	<b>PERSONNEL EXPENSE</b>					
5110	Buy Backs	\$ 9,639	\$ 11,496	\$ 23,000	\$ 23,000	\$ 24,100
5111	Salaries- Full Time	444,981	441,250	421,680	376,670	345,720
5112	Salaries- Temporary/ Part Time	456,783	486,115	508,530	185,730	185,830
5113	Overtime	4,592	1,406	2,400	2,400	-
5116	Fringe Benefits	95,764	92,058	112,300	95,850	97,020
5117	Retirement Contributions	129,878	146,977	165,630	108,090	36,600
5119	Unfunded Annual PERS Liability	-	-	-	-	77,970
5123	Overtime- Sworn Fire	345	-	-	-	-
5126	Fringe Benefits- Sworn Fire	38	-	-	-	-
5127	Retirement Contributions- Sworn Fire	88	-	-	-	-
	<b>TOTAL PERSONNEL EXPENSES</b>	\$ 1,142,108	\$ 1,179,302	\$ 1,233,540	\$ 791,740	\$ 767,240
	<b>MAINTENANCE &amp; OPERATIONS</b>					
5211	Postage	\$ 4,399	\$ 4,491	\$ 11,300	\$ 11,300	\$ 8,000
5212	Advertising	-	-	-	-	-
5213	Dues & Subscriptions	1,044	1,054	1,350	1,350	1,145
5215	Training/ Conferences/ Meetings	2,761	2,099	8,550	4,550	2,410
5216	Office Supplies	3,054	3,652	5,000	5,000	4,350
5217	Other Supplies/Materials	47,563	47,718	63,265	70,312	40,975
5218	Uniform Expense	295	159	-	-	-
5220	Fuel Usage	1,125	627	2,890	2,890	1,500
5221	Mileage Reimbursement	427	171	500	-	-
5222	Print/ Mail Charges	3,478	-	-	-	-
5223	Information Systems Charges	30,897	125,541	125,214	125,214	107,116
5224	Vehicle Charges	2,909	3,683	4,193	4,193	3,658
5225	Building Maint & Operations	81,636	115,019	253,399	253,399	281,279
5241	Utilities- Electric	83,806	83,943	89,990	89,990	97,840
5242	Utilities- Gas	4,196	4,854	5,030	5,030	4,500
5243	Utilities- Telephone	12,403	949	1,300	-	-
5245	Maint- Build/ Struct/ Grounds	-	-	-	-	-
5247	Maint- Vehicles	-	-	-	-	-
5248	Maintenance- Other	-	-	-	-	-
5252	Professional Services	3,378	-	-	-	-
5253	Contract Services	192,321	152,770	195,600	195,600	177,000
5255	Banking Services	5,415	21,001	23,300	23,300	16,000
5258	Other Services	88,199	100,069	133,480	127,480	88,900
5261	Books & Digital Materials	40	-	-	-	-
5273	Workers Compensation Charges	18,947	5,099	-	-	28,865
5274	Unemployment Charges	-	-	1,682	1,682	2,442
5275	Long-term Disability Charges	-	-	2,332	2,332	2,458
5276	Liability Charges	39,812	370	42,410	42,410	43,063
5277	Loss Prevention Charges	-	-	2,219	2,219	2,585
5291	Bad Debts Expense	-	-	-	-	-
5301	Grants	-	-	-	26,120	-
5421	Lease Principal Expense	10,184	-	-	-	-
	<b>TOTAL MAINTENANCE &amp; OPERATIONS</b>	\$ 638,291	\$ 673,269	\$ 973,004	\$ 994,371	\$ 914,086
	<b>CAPITAL OUTLAY</b>					
	<b>TOTAL CAPITAL OUTLAY</b>	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>TOTAL DEPARTMENT</b>	\$ 1,780,399	\$ 1,852,571	\$ 2,206,544	\$ 1,786,111	\$ 1,681,326

## CAPITAL IMPROVEMENT PROGRAM

The Fiscal Year 2017-18 proposed Capital Improvement Program (CIP) budget provides \$8.9 million for new projects and \$12.3 million for carry-over projects. The City of Upland defines a CIP as having (1) a capital asset with a minimum dollar amount of \$10,000 and (2) an estimated useful life of five years or more.

New projects are identified and recommended as necessary in the City of Upland. Throughout the Fiscal Year, the projects scheduled in FY 2017-18 will be presented individually before the City Council to consider the environmental assessment, approve plans and specifications, review costs, and award the contract. Many of these projects are expected to take more than one year to complete. Carry-over projects are projects that have been previously approved by the City Council, either in FY 2016-17 or prior years and were not completed as of June 30, 2017. Therefore the remaining balances of their corresponding appropriations are carried over to the new FY 2017-18 budget and beyond, if necessary.

The proposed FY 2017-18 CIP budget, summarized by categories, is provided below:

<b>FY 2017-18</b>	
<b>BUILDINGS AND FACILITIES</b>	<b>519,811</b>
<b>PARK ACQUISITION &amp; DEVELOPMENT</b>	<b>250,547</b>
<b>STORM DRAIN</b>	<b>241,561</b>
<b>STREET AND TRAFFIC FACILITIES</b>	<b>12,514,436</b>
<b>WATER UTILITY</b>	<b>6,315,209</b>
<b>SEWER UTILITY</b>	<b>1,425,000</b>
<b>TOTAL CIP</b>	<b>\$21,266,564</b>

The administrative costs associated with managing these projects have been estimated (generally five to ten percent of estimated construction costs) and included in each project budget.

### CIP DEFINED

The City's CIP is a multi-year planning instrument that drives the evaluation and identification of capital infrastructure projects in need of renovation, repair, and/or construction. Capital projects range from road maintenance or construction to the renovation of municipal buildings, recreation centers, and ball fields, to water main and sewer repair. The CIP relates these projected capital needs to the financial resources that will support their realization and the timeframe in which both the financing and work will take place.

The CIP budget document was developed by incorporating input from key management personnel, based on community comments and feedback received throughout the year. Each proposed project was reviewed and discussed to ensure funding, timing, and necessity were appropriately addressed.

## **BENEFITS OF THE CIP**

Capital improvement programming links short and long-range plans with growth, public and private development, and the annual budget process. The CIP provides the following benefits:

- Focuses attention on citywide priorities and citizen expectations.
- Provides a concrete implementation framework for the General Plan, Citywide Strategic Goals, and Visioning Report.
- Promotes accountability for the long-term planning and investment of public funds for large-scale public purposes.

## **CIP PROGRAMS AND FUNDING SOURCES**

Most of the City's infrastructure has a designated revenue source to pay for its upgrade or replacement as appropriate. For example, water/sewer rates fund utility infrastructure needs; gas tax revenues fund street improvements; and park improvements are paid for with related development impact fees. The following section provides a summary of CIP programs and their funding sources:

### ***Building and Facilities***

The Buildings and Facilities program includes expenditures for Departments that are not described in other areas of the CIP. Most of these projects are funded by the General Fund (Fund 101) by recording a transfer to the General Capital Improvements Fund (Fund 420).

### ***Parks, Recreation and Community Services***

The Parks, Recreation and Community Services program includes projects to construct, maintain, and upgrade parks, fields, community centers, and recreation buildings. Capital expenditures are budgeted in the Park Acquisition and Development Fund (Fund 421). The majority of revenues in Fund 421 are from development fees, fees charged when property is developed that are dedicated to the funding of local and regional parks and recreation facilities. Since these revenues are dependent on development activity, the CIP only shows projects as funded for which fee revenues are already available or that are annual funding obligations.

### ***Storm Drain***

Capital expenditures for the construction and improvement of storm drains are budgeted in the Storm Drain Fund (Fund 422). Revenue sources include development fees charged when property is developed that are dedicated to the funding of storm drain infrastructure projects. Staff participates in the regional development of storm drainage collection facilities in connection with the San Bernardino County Flood Control District Zone 1 Improvement Area.

### ***Street and Traffic Facilities***

The Street and Traffic Facilities program includes projects to extend, widen and resurface streets, construct curbs, gutters and medians, perform right-of-way maintenance and traffic signal improvements, and is responsible for the administration, implementation and coordination of the



City's Measure "I" Program; a voter approved half-cent sales tax for County transportation improvements. Staff participates in the regional planning of the transportation facilities and is responsible for the implementation of improvements associated with the County's Measure "I" Program, to include developing local and related regional project programming, construction documents, preparing the required revenue, expenditures and development activity reports for San Bernardino County Transportation Authority, the County's regional transportation planning organization and designated Measure "I" Program Administrator.

Capital expenditures for these projects are budgeted in the Gas Tax Fund (Fund 204), Measure I Fund (Fund 205), CDBG Fund (Fund 209), General Capital Improvements (Fund 420), the Street and Traffic Facilities Development (Fund 423), and the Street & Alley Program (Fund 426).

### ***Water***

The Water program includes projects to construct additions to the City's water infrastructure and to maintain existing facilities. Capital expenditures are budgeted in the Water Utility Fund (Fund 640), which is an enterprise fund. Revenue sources include water rates, development fees, other agency reimbursements and bond proceeds.

### ***Sewer***

The Sewer program includes projects to increase system capacity for new users, replace aging or obsolete systems, and meet regulatory requirements. Capital expenditures are budgeted in the Sewer Utility Fund (Fund 645), which is an enterprise fund. Revenue sources include sewer rates that are generated from service charges to users of the sewer system. Also included are sewer connection fees that are charged when property is developed that are dedicated to the funding of sewer infrastructure projects.

**City of Upland**
**Capital Improvement Projects**
**Fiscal Year 2017-2018**

Fund	Project No.	Project Description	2016/2017 Adopted CIP Budget	Budget Amendments		2016/2017 Amended CIP Budget	2016/2017 Projected Expenses	Projected Balance 6/30/2017	Return to Fund Balance	2017/2018 New Appropriation	2017/2018 Adopted CIP Budget
				Date	Amount						
204	7003	Pavement Management System	60,000	1/10/2017	(165)	59,835	-	59,835	-	-	59,835
204	7031	Traffic Safety Projects - Annual	50,000	1/10/2017	(443)	49,557	(5,000)	44,557	-	6,000	50,557
204	7049	16th Street Rehab (Euclid to Campus)	574,986	1/10/2017	1,885						
				3/2/2017	250,000	826,871	(7,000)	819,871	-	-	819,871
204	7050	16th Street Rehab (San Antonio to Mountain)	435,543	1/10/2017	(5,434)						
				3/2/2017	175,000	605,109	(6,200)	598,909	-	-	598,909
204	7051	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2014/15	-	6/8/2016	326,603	326,603	(311,042)	15,561	(15,561)	-	-
204	7054	Foothill Blvd. Rehab (Euclid to Grove)	800,000		-	800,000	-	800,000	-	600,000	1,400,000
204	7055	16th Street Rehab (San Antonio to Euclid)	475,149	1/10/2017	(1,189)						
				3/2/2017	125,000	598,960	(3,000)	595,960	-	-	595,960
204	7057	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2015/16	497,000	6/8/2016	213,000	710,000	(509,030)	200,970	(200,970)	-	-
204	7058	Citywide Concrete Repairs 2015/2016	466,000	1/10/2017	(178,536)	287,464	(243,325)	44,139	-	-	44,139
204	7059	Citywide Striping Replacement 2015/2016	6,000	1/10/2017	(6,000)	-	-	-	-	-	-
204	7060	ATP Cycle 2 Grant Participation with Ontario	5,000		-	5,000	-	5,000	-	-	5,000
204	7061	Linda Way Reconstruction	292,000		-	292,000	-	292,000	-	-	292,000
204	7062	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2016/17	400,000		(10,781)	389,219	(187,408)	201,811	(201,811)	-	-
204	7063	Citywide Concrete Repairs 2016/2017	500,000		-	500,000	(75,000)	425,000	(300,000)	-	125,000
204	7064	Citywide Striping Replacement 2016/2017	200,000		-	200,000	(6,000)	194,000	(194,000)	-	-
204	7336	Euclid Avenue Emergency Repairs	-	3/1/2017	600,000	600,000	(600,000)	-	-	-	-
204	9121	9th Street Rehab (3rd Avenue to Campus Avenue)	1,000,000	1/10/2017	(100,000)	900,000	-	900,000	-	-	900,000
204	9124	Arrow Highway Rehab (Mountain to San Antonio)	1,000,000	1/10/2017	(110,000)		-	-			
				3/2/2017	(550,000)	340,000	-	340,000	(200,000)	-	140,000
204	7065	3rd Avenue Rehab ("A" Street to 11th Street)	-		-	-	-	-	-	1,200,000	1,200,000
204	7066	Citywide Concrete Repairs 2017/2018	-		-	-	-	-	-	500,000	500,000
204	7067	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2017/18	-		-	-	-	-	-	400,000	400,000
204	7068	Citywide Striping Replacement 2017/2018	-		-	-	-	-	-	250,000	250,000
204	8617	Arrow Route Widening (Monte Vista to San Antonio Channel East)	-		-	-	-	-	-	250,000	250,000
		<b>Total Gas Tax</b>	<b>6,761,678</b>		<b>728,940</b>	<b>7,490,618</b>	<b>(1,953,005)</b>	<b>5,537,613</b>	<b>(1,112,342)</b>	<b>3,206,000</b>	<b>7,631,271</b>
205	7334	Citywide Pavement Maintenance 2015/2016	150,000	3/1/2017	(150,000)	-	-	-	-	-	-
205	7335	SP/PE Bicycle and Pedestrian Trail Rehabilitation	100,000		-	100,000	-	100,000	-	-	100,000
205	7336	Citywide Pavement Maintenance 2016/2017	200,000	3/1/2017	150,000	350,000	(330,000)	20,000	-	-	20,000
205	7337	Euclid Avenue Rehab (7th Street to Arrow Hwy.)	1,000,000		-	1,000,000	-	1,000,000	(1,000,000)	-	-
205	9115	14th Street Rehab (Euclid to Campus)	480,299	1/10/2017	300,922	781,221	(642,129)	139,092	(100,000)	-	39,092
205	9122	13th Street Reconstruction (Euclid to Campus) or SANBAG	464,000	1/10/2017	(419)	463,581	(6,200)	457,381	-	50,000	507,381
205	9123	22nd Street Reconstruction (Mountain to Euclid)	694,000	1/10/2017	(52,191)	641,809	(521,100)	120,709	(100,000)	-	20,709
205	7338	Citywide Pavement Maintenance 2017/2018	-		-	-	-	-	-	200,000	200,000
205	7339	Campus Avenue Rehab (S. City Limit to Foothill)	-		-	-	-	-	-	625,000	625,000
205	7340	17th Street Reconstruction (San Antonio to Euclid)	-		-	-	-	-	-	500,000	500,000
		<b>Total Measure I</b>	<b>3,088,299</b>		<b>248,312</b>	<b>3,336,611</b>	<b>(1,499,429)</b>	<b>1,837,182</b>	<b>(1,200,000)</b>	<b>1,375,000</b>	<b>2,012,182</b>
209	7061	Linda Way Reconstruction	97,093		-	97,093	-	97,093	-	-	97,093
209	7608	CDBG Concrete Improvements 2014/2015	13,326		-	13,326	-	13,326	(13,326)	-	-
209	7609	CDBG Concrete Improvements 2015/2016	161,595		-	161,595	(140,000)	21,595	-	-	21,595
		<b>Total CDBG</b>	<b>272,014</b>		<b>-</b>	<b>272,014</b>	<b>(140,000)</b>	<b>132,014</b>	<b>(13,326)</b>	<b>-</b>	<b>118,688</b>
210	7701	2nd Avenue Electrical Improvements	-		-	-	-	-	-	40,000	40,000
210	7702	Parking Lot Rehabilitation (1st Ave. & A St.) & Downtown Striping (1st, 2nd, & 3rd Ave.)	-		-	-	-	-	-	106,000	106,000
		<b>Total PBIA</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>146,000</b>	<b>146,000</b>
211	7901	City Hall Green Energy Transportation Enhancements	-		-	-	-	-	-	75,000	75,000
		<b>Total AQMD Subvention Fund Improvements</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>75,000</b>
420	8030	Fire Station #3 (Roof Repair)	119,811		(119,811)	-	-	-	-	-	-
420	8215	Fire Station #3 Electric Mod	-	-	119,811	119,811	-	119,811	-	-	119,811
420	8032	Citywide Records Center Demo	15,000		-	15,000	(1,000)	14,000	-	31,000	45,000
420	8033	Magnolia Rec. Center (Roof Repair)	95,000		-	95,000	(3,000)	92,000	(42,000)	-	50,000
420	8034	Police Dept. Parking Lot Seal Coat and Striping	10,000		-	10,000	(2,420)	7,580	(7,580)	-	-
420	8038	Magnolia Rec. Center Upgrades	-		-	-	-	-	-	250,000	250,000
420	8039	Police Dept. Entrance to Impound Lot / Fuel Island	-		-	-	-	-	-	55,000	55,000
		<b>Total General Capital Improvements</b>	<b>239,811</b>		<b>-</b>	<b>239,811</b>	<b>(6,420)</b>	<b>233,391</b>	<b>(49,580)</b>	<b>336,000</b>	<b>519,811</b>
421	8203	Sports Park	200,000	1/24/2017	(55,000)	145,000	-	145,000	-	-	145,000
421	8209	Magnolia Restroom ADA Compliance	23,400		-	23,400	-	23,400	-	-	23,400

**City of Upland**
**Capital Improvement Projects**
**Fiscal Year 2017-2018**

Fund	Project No.	Project Description	2016/2017 Adopted CIP Budget	Budget Amendments	2016/2017 Amended CIP Budget	2016/2017 Projected Expenses	Projected Balance 6/30/2017	Return to Fund Balance	2017/2018 New Appropriation	2017/2018 Adopted CIP Budget
421	8226	Musco Controllers for Park Sites	16,990	-	16,990	-	16,990	(16,990)	-	-
421	8231	Memorial Park Rotary Field Safety Netting	30,000	-	30,000	-	30,000	-	-	30,000
421	8232	Misc. Park Improvements	20,200	1/10/2017 (229)	19,971	(9,628)	10,343	-	-	10,343
421	8233	Memorial Park Chain Link Fence Replacement around Baker Field	140,000	1/24/2017 55,000	195,000	(153,196)	41,804	-	-	41,804
		<b>Total Park Acquisition &amp; Development</b>	<b>430,590</b>	<b>(229)</b>	<b>430,361</b>	<b>(162,824)</b>	<b>267,537</b>	<b>(16,990)</b>	<b>-</b>	<b>250,547</b>
422	8402	Misc. Storm Drain Replacements - Annual	50,028	-	50,028	(183)	49,845	-	-	49,845
422	8405	Euclid Avenue Storm Drain	91,946	-	91,946	-	91,946	-	-	91,946
422	8408	Storm Drain Master Plan Improvements - Phase 1	99,770	-	99,770	-	99,770	-	-	99,770
		<b>Total Storm Drain Development</b>	<b>241,744</b>	<b>-</b>	<b>241,744</b>	<b>(183)</b>	<b>241,561</b>	<b>-</b>	<b>-</b>	<b>241,561</b>
423	8617	Arrow Route Widening (Monte Vista to Central)	50,000	-	50,000	-	50,000	-	-	50,000
423	8621	Traffic Signal Upgrades	150,000	1/10/2017 (7,726)	142,274	(4,900)	137,374	-	-	137,374
423	8622	I-10 & Euclid Avenue Interchange Project	-	-	-	-	-	-	950,000	950,000
423	8623	I-10 & Monte Vista Avenue Interchange Project	-	-	-	-	-	-	800,000	800,000
		<b>Total Street &amp; Traffic Facility Development</b>	<b>200,000</b>	<b>(7,726)</b>	<b>192,274</b>	<b>(4,900)</b>	<b>187,374</b>	<b>-</b>	<b>1,750,000</b>	<b>1,937,374</b>
426	8801	Street & Alley Program	400,000	1/10/2017 (579)	399,421	(5,500)	393,921	-	200,000	593,921
		<b>Total Street &amp; Alley Program</b>	<b>400,000</b>	<b>(579)</b>	<b>399,421</b>	<b>(5,500)</b>	<b>393,921</b>	<b>-</b>	<b>200,000</b>	<b>593,921</b>
640	7061	Linda Way Water Main Replacement	186,000	-	186,000	-	186,000	-	14,000	200,000
640	9048	Reservoir 16 Structural Evaluation (San Antonio Park)	180,850	-	180,850	(1,000)	179,850	(79,850)	-	100,000
640	9049	Citywide Lateral Replacements - Annual	100,000	1/10/2017 (89,994)	-	-	-	-	-	-
				3/2/2017 210,000	220,006	-	220,006	-	-	220,006
640	9050	Citywide Hydrant Replacements - Annual	50,000	1/10/2017 (50,000)	-	-	-	-	50,000	50,000
640	9052	Waste to Drain Discharge Lines	99,850	10/17/2016 (90,000)	9,850	-	9,850	-	40,150	50,000
640	9065	Retrofit Designs for Phase 1 Recycled Water Users	50,000	3/6/2017 (35,000)	15,000	(3,553)	11,447	-	38,553	50,000
640	9080	Local Main Replacement Program 2015/2016	300,000	1/10/2017 (300,000)	-	-	-	-	-	-
640	9081	Reservoir 16 Repairs	75,000	10/17/2016 (75,000)	-	-	-	-	-	-
640	9082	Onsite Disinfection Generation (Plant 6 on 15th St.)	31,955	10/17/2016 (20,000)	11,955	-	11,955	-	188,500	200,455
640	9084	Plant 3 MCC Upgrades (22nd Street)	90,000	-	90,000	-	90,000	-	35,000	125,000
640	9087	PRV Stations - Zones 5/4 & 4/3	249,043	-	249,043	-	249,043	-	-	249,043
640	9088	Well Maintenance - Annual	293,217	10/17/2016 (170,000)	123,217	(8,360)	114,857	-	35,143	150,000
640	9089	Booster & Motor Maintenance	150,000	-	150,000	-	150,000	(150,000)	-	-
640	9094	Greentree Road Water Main	188,714	1/10/2017 1,697	-	-	-	-	-	-
				3/2/2017 (105,000)	85,411	(1,170)	84,241	(64,241)	-	20,000
640	9095	7th Street Water Main	388,135	1/10/2017 1,179	389,314	(2,751)	386,563	(366,563)	-	20,000
640	9100	Onsite Disinfection Generation (Plant 5)	250,000	10/17/2016 (15,000)	235,000	-	235,000	(155,000)	-	80,000
640	9115	14th Street Main Replacement (Euclid to Campus)	497,905	1/10/2017 289,166	787,071	(699,928)	87,143	(65,000)	-	22,143
640	9119	New Well in Six Basins	400,000	10/17/2016 (350,000)	50,000	-	50,000	-	200,000	250,000
640	9120	Alley Water Main Replacement	200,000	10/17/2016 (200,000)	-	-	-	-	200,000	200,000
640	9122	13th Street Water Main Repl. (Euclid to Campus)	400,000	-	400,000	(5,000)	395,000	-	325,000	720,000
640	9123	22nd Street Water Main Replacement (Mountain to Euclid)	549,866	1/10/2017 324,094						
				10/17/2016 (60,000)	813,960	(747,279)	66,681	(30,000)	-	36,681
640	9124	Arrow Highway Water Main Repl. (Mountain to San Antonio)	350,000	1/10/2017 (55,000)						
				3/2/2017 (105,000)	190,000	-	190,000	(165,000)	-	25,000
640	9125	San Antonio Water Treatment Plant Repairs	88,000	10/17/2016 (50,000)	38,000	(27,452)	10,548	(10,548)	-	-
640	9126	Landscape Conservation Project	80,000	1/10/2017 (334)						
				3/6/2017 35,000	114,666	(36,590)	78,076	-	-	78,076
640	9127	Ground Water Nitrate Treatment	150,000	-	150,000	-	150,000	-	-	150,000
640	9128	Reservoir Replacement at 17th Street	-	10/17/2016 700,000	700,000	(190,259)	509,741	-	-	509,741
640	9129	Reservoir No. 4 Aeration System (6th Ave.)	-	10/17/2016 380,000	380,000	(140,936)	239,064	-	-	239,064
640	9130	Citywide Lateral Replacements 2017-18	-	-	-	-	-	-	150,000	150,000
640	9131	9th Street Water Main Improvements (3rd Ave. to Campus Ave.)	-	-	-	-	-	-	650,000	650,000
640	7065	3rd Avenue Water Main Replacement ("A" St. to 11th St.)	-	-	-	-	-	-	1,300,000	1,300,000
640	9132	Water Interconnect with CVWD System	-	-	-	-	-	-	350,000	350,000
640	9133	Water Conservation Landscape Modification Project	-	-	-	-	-	-	120,000	120,000
		<b>Total Water Utility</b>	<b>5,398,535</b>	<b>170,808</b>	<b>5,569,343</b>	<b>(1,864,278)</b>	<b>3,705,065</b>	<b>(1,086,202)</b>	<b>3,696,346</b>	<b>6,315,209</b>
645	9301	Upland Landfill Post-Closure Plan	10,000	-	10,000	-	10,000	-	90,000	100,000
645	9305	Update Sewer Model	30,000	-	30,000	-	30,000	-	-	30,000
645	9324	Landfill Flare Modifications	300,000	-	300,000	(100,000)	200,000	-	100,000	300,000
645	9328	Citywide Sewer Rehabilitation 2016/2017 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements).	500,000	-	500,000	(5,000)	495,000	-	-	495,000
645	9329	Citywide Sewer Rehabilitation 2017/2018 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements).	500,000	-	500,000	-	500,000	-	-	500,000
		<b>Total Sewer Utility</b>	<b>1,340,000</b>	<b>-</b>	<b>1,340,000</b>	<b>(105,000)</b>	<b>1,235,000</b>	<b>-</b>	<b>190,000</b>	<b>1,425,000</b>

<b>City of Upland</b> <b>Capital Improvement Projects</b> <b>Fiscal Year 2017-2018</b>										
Fund	Project No.	Project Description	2016/2017 Adopted CIP Budget	Budget Amendments	2016/2017 Amended CIP Budget	2016/2017 Projected Expenses	Projected Balance 6/30/2017	Return to Fund Balance	2017/2018 New Appropriation	2017/2018 Adopted CIP Budget
<b>Totals by Fund</b>										
204	Gas Tax		6,761,678	728,940	7,490,618	(1,953,005)	5,537,613	(1,112,342)	3,206,000	7,631,271
205	Measure I		3,088,299	248,312	3,336,611	(1,499,429)	1,837,182	(1,200,000)	1,375,000	2,012,182
209	CDBG		272,014	-	272,014	(140,000)	132,014	(13,326)	-	118,688
210	PBIA		-	-	-	-	-	-	146,000	146,000
211	AQMD		-	-	-	-	-	-	75,000	75,000
420	General Capital Improvements		239,811	-	239,811	(6,420)	233,391	(49,580)	336,000	519,811
421	Park Acquisition & Development		430,590	(229)	430,361	(162,824)	267,537	(16,990)	-	250,547
422	Storm Drain Development		241,744	-	241,744	(183)	241,561	-	-	241,561
423	Street & Traffic Facilities Development		200,000	(7,726)	192,274	(4,900)	187,374	-	1,750,000	1,937,374
426	Street & Alley Program		400,000	(579)	399,421	(5,500)	393,921	-	200,000	593,921
640	Water Utility		5,398,535	170,808	5,569,343	(1,864,278)	3,705,065	(1,086,202)	3,696,346	6,315,209
645	Sewer Enterprise		1,340,000	-	1,340,000	(105,000)	1,235,000	-	190,000	1,425,000
<b>Totals:</b>			<b>18,372,671</b>	<b>1,139,526</b>	<b>19,512,197</b>	<b>(5,741,539)</b>	<b>13,770,658</b>	<b>(3,478,440)</b>	<b>10,974,346</b>	<b>21,266,564</b>

## **CIP Project Descriptions (FY 2017/2018)**

<b>Project No.</b>	<b>Project Name</b>	<b>Status</b>	<b>Project Description</b>	<b>Impact and Benefit</b>
204-7003	Pavement Management System	On-going	On-going updating of the PMS. The City's Pavement Management System (PMS) is a software tool that assists the Engineering Division with identifying maintenance and rehabilitation priorities specific to the City's needs.	The City's Pavement Management System (PMS) represents a proactive approach to maintaining existing City streets. It benefits the City by preserving investment in roadways, enhancing pavement performance, ensuring cost-effectiveness, extending pavement life, and providing improved safety and mobility. In addition, maintaining a PMS protects the City's ability to acquire State and Federal funding for street improvement projects. The State requires local agencies to utilize a PMS to properly evaluate and report pavement conditions in order to be eligible for gas tax revenue.
204-7031	Traffic Safety Projects – Annual	On-going	Recurring project as necessary to mitigate traffic safety hazards. Potential improvements may include traffic signal upgrades, roadway striping/signing upgrades as deemed necessary to increase safety.	Project is programmed to provide mitigation to potential traffic safety hazards.
204-7049	16th Street Rehabilitation (Euclid to Campus)	Construction	Project will provide for a 2" rubberized AC overlay on 16th Street, from Euclid Avenue to Campus Avenue.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
204-7050	16th Street Rehabilitation (San Antonio to Mountain)	Construction	Project will provide for a 2" rubberized AC overlay on 16th Street, from San Antonio Avenue to Mountain Avenue.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
204-7054	Foothill Blvd. Rehab. (Euclid to Grove)	Construction	Project provides for the asphalt pavement rehabilitation of Foothill Boulevard, from Euclid Avenue to Grove Avenue.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
204-7055	16th Street Rehabilitation (San Antonio to Euclid)	Construction	Project will provide for a 2" rubberized AC overlay on 16th Street, from San Antonio Avenue to Euclid Avenue.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway

Project No.	Project Name	Status	Project Description	Impact and Benefit
				network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
204-7057	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2015/2016	Complete	Recurring project to crack seal, slurry seal, or provide a rubberized asphalt concrete overlay to various roadway segments throughout the City.	This project is a low cost roadway maintenance effort formulated to extend the lifetime of the City's roadway pavement by correcting minor faults and reducing further deterioration before the pavement deterioration becomes severe and at a higher cost to repair.
204-7058	Citywide Concrete Repairs 2015/2016	Complete	Recurring project to provide concrete repairs to curbs, gutters, curb ramps, spandrels, sidewalks, driveway approaches, and cross gutters throughout the City.	Project consists of inspecting, scheduling, and repairing displaced or damaged concrete within the City right-of-way and the installation or upgrade of ADA curb ramps, as well as repair to curb and gutter segments to ensure proper water flow to the storm drain system. Project proactively helps mitigate potential trip and fall incidents due to deterioration of aging sidewalks.
204-7059	Citywide Striping Replacement 2015/2016	Complete	Recurring project as necessary to replace weathered/damaged signs and pavement striping.	Roadway striping and markings deteriorate over time due to weather, traffic, and water. Replacing deteriorated pavement markings makes it possible for vehicles to travel more safely and quickly by organizing vehicles into efficient lanes and help oncoming vehicles avoid collisions.
204-7060	ATP Cycle 2 Grant Participation with Ontario	Design (by others)	Joint project with the cities of Ontario, Montclair, and Chino to provide bicycle striping improvements that interconnect these communities. Upland's portion will consist of bicycle striping improvements on San Antonio Avenue, from the south City Limit to Foothill Blvd.	Project will increase biking trips, improve non-motorized safety, and help achieve greenhouse gas reduction goals.
204-7061	Linda Way Reconstruction	Design	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc. from 8 <sup>th</sup> Street to the north end of the cul-de-sac.	This project will provide the necessary repairs to proactively address street deterioration in a high density area. The contemplated improvements will serve to help mitigate potential trip and fall incidents and ensure continued proactive roadway rehabilitation to the City's public roadway network.
204-7062	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2016/2017	Complete	Recurring project to crack seal, slurry seal, or provide a rubberized asphalt concrete overlay to various roadway segments throughout the City.	This project is a low cost roadway maintenance effort formulated to extend the lifetime of the City's roadway pavement by correcting minor faults and reducing further deterioration before the pavement deterioration becomes severe and at a higher cost to repair.
204-7063	Citywide Concrete Repairs 2016/2017	Complete	Recurring project to provide concrete repairs to curbs, gutters, curb ramps, spandrels, sidewalks, driveway approaches, and cross gutters throughout the City.	Project consists of inspecting, scheduling, and repairing displaced or damaged concrete within the City right-of-way and the installation or upgrade of ADA curb ramps, as well as repair to curb and gutter segments to ensure proper water flow to the storm drain system. Project proactively helps mitigate

Project No.	Project Name	Status	Project Description	Impact and Benefit
				potential trip and fall incidents due to deterioration of aging sidewalks.
204-7064	Citywide Striping Replacement 2016/2017	Complete	Recurring project as necessary to replace weathered/damaged signs and pavement striping.	Roadway striping and markings deteriorate over time due to weather, traffic, and water. Replacing deteriorated pavement markings makes it possible for vehicles to travel more safely and quickly by organizing vehicles into efficient lanes and help oncoming vehicles avoid collisions.
204-7065	3 <sup>rd</sup> Avenue Rehab ("A" Street to 11 <sup>th</sup> Street)	Prelim.	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
204-7066	Citywide Concrete Repairs 2017/2018	New	Recurring project to provide concrete repairs to curbs, gutters, curb ramps, spandrels, sidewalks, driveway approaches, and cross gutters throughout the City.	Project consists of inspecting, scheduling, and repairing displaced or damaged concrete within the City right-of-way and the installation or upgrade of ADA curb ramps, as well as repair to curb and gutter segments to ensure proper water flow to the storm drain system. Project proactively helps mitigate potential trip and fall incidents due to deterioration of aging sidewalks.
204-7067	Citywide Crack Seal/Slurry Seal/Rubberized Overlay 2017/2018	New	Recurring project to crack seal, slurry seal, or provide a rubberized asphalt concrete overlay to various roadway segments throughout the City.	This project is a low cost roadway maintenance effort formulated to extend the lifetime of the City's roadway pavement by correcting minor faults and reducing further deterioration before the pavement deterioration becomes severe and at a higher cost to repair.
204-7068	Citywide Striping Replacement 2017/2018	New	Recurring project as necessary to replace weathered/damaged signs and pavement striping.	Roadway striping and markings deteriorate over time due to weather, traffic, and water. Replacing deteriorated pavement markings makes it possible for vehicles to travel more safely and quickly by organizing vehicles into efficient lanes and help oncoming vehicles avoid collisions.
204-7336	Euclid Avenue Emergency Repairs	Complete	Emergency project to rehabilitate deteriorated asphalt pavement sections of Euclid Avenue (formerly State Route 83), from record storms in December 2016 and January 2017.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
204-8617	Arrow Route Widening (Monte Vista to San Antonio Channel East)	Permitting	Project includes widening the bridge and roadway from 2 to 4 lanes, constructing right- and left-turn lanes to improve	Project will remove an existing bottleneck constraint in the City's roadway network and improve traffic flow and circulation.

Project No.	Project Name	Status	Project Description	Impact and Benefit
			traffic operation, and upgrade traffic signals to facilitate traffic flow.	
204-9121	9th Street Rehabilitation (3 <sup>rd</sup> Ave. to Campus)	Design	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
204-9124	Arrow Hwy. Rehabilitation (Mountain to San Antonio)	Prelim.	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-7334	Citywide Pavement Maint. 2015/2016	Complete	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City. May be used as a stand-alone project or in conjunction with another paving project.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-7335	SP/PE Bicycle and Pedestrian Trail Rehabilitation	Design	Project to slurry seal and re-stripe the SP/PE Bicycle & Pedestrian Trail.	This project is a low cost asphalt pavement maintenance effort formulated to extend the lifetime of the City's Bike Trail by correcting minor faults and reducing further deterioration before the pavement deterioration becomes severe and at a higher cost to repair.
205-7336	Citywide Pavement Maint. 2016/2017	Complete	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City. May be used as a stand-alone project or in conjunction with another paving project.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-7337	Euclid Avenue Rehab (7 <sup>th</sup> Street to Arrow Hwy.)	Prelim.	Project provides for asphalt pavement rehabilitation to Euclid Avenue, from 7 <sup>th</sup> Street to Arrow Highway. Based	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public



Project No.	Project Name	Status	Project Description	Impact and Benefit
			on recent engineering review of the roadway, this project may be re-scheduled.	safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-7338	Citywide Pavement Maint. 2017/2018	New	Project provides for asphalt pavement rehabilitation to various roadway segments throughout the City. May be used as a stand-alone project or in conjunction with another paving project.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-7339	Campus Avenue Rehab. (S. City Limit to Foothill Blvd.)	New	Project provides for asphalt pavement rehabilitation to Campus Avenue, between the southerly City Limit to Foothill Blvd.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-7340	17 <sup>th</sup> Street Reconstruction (San Antonio to Euclid)	New	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-9115	14 <sup>th</sup> Street Rehab. (Euclid to Campus)	Complete	Project rehabilitated the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-9122	13 <sup>th</sup> Street Reconstruction (Euclid to Campus)	Design	Project will rehabilitate the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will

Project No.	Project Name	Status	Project Description	Impact and Benefit
				provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
205-9123	22 <sup>nd</sup> Street Reconstruction (Mountain to Euclid)	Complete	Project rehabilitated the street infrastructure by repairing/upgrading the roadway surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the roadway network. Residents, businesses, visitors, and public safety services depend heavily on Upland's roadways for the delivery of services that would be compromised without a dependable street network. This project will provide the necessary repairs to proactively address street deterioration in order to continue to serve the community.
209-7061	Linda Way Reconstruction	Design	Project will reconstruct the public infrastructure (i.e. curb & gutter, sidewalk, ADA ramps, etc.) on Linda Way. Also funded under 204 and 640.	This project will provide the necessary repairs to proactively address street deterioration in a high density CDBG eligible area. The contemplated improvements will serve to help mitigate potential trip and fall incidents and ensure continued proactive roadway rehabilitation to the City's public roadway network.
209-7608	CDBG Concrete Improvements 2014-2015	Complete	Project provides various concrete infrastructure repairs within CDBG eligible areas.	Project consists of inspecting, scheduling, and repairing displaced or damaged concrete within the City right-of-way and the installation or upgrade of ADA curb ramps, as well as repair to curb and gutter segments to ensure proper water flow to the storm drain system. Project proactively helps mitigate potential trip and fall incidents due to deterioration of aging sidewalks.
209-7609	CDBG Concrete Improvements 2015-2016	Complete	Project provides various concrete infrastructure repairs within CDBG eligible areas.	Project consists of inspecting, scheduling, and repairing displaced or damaged concrete within the City right-of-way and the installation or upgrade of ADA curb ramps, as well as repair to curb and gutter segments to ensure proper water flow to the storm drain system. Project proactively helps mitigate potential trip and fall incidents due to deterioration of aging sidewalks.
210-7701	2 <sup>nd</sup> Avenue Electrical Improvements	New	Project will provide for GFCI electrical outlets, conduit, and conductors within the public right of way on 2 <sup>nd</sup> Avenue.	Project will help electrical connectivity for numerous public events in the downtown area such as car shows, Lemon Festival, Halloween and Christmas events.
210-7702	Parking Lot Rehabilitation (1 <sup>st</sup> Ave. & A St.) & Downtown Striping (1 <sup>st</sup> , 2 <sup>nd</sup> , & 3 <sup>rd</sup> Ave.)	New	Project will rehabilitate the parking lot infrastructure by repairing/upgrading the asphalt surface, curb & gutter, sidewalks, curb ramps, pavement markings, etc.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the City's public parking lots. Residents, businesses, and visitors rely on the public parking lots for shopping, entertainment, and employment for the delivery of goods and services that would be compromised without a dependable and safe area to park motor vehicles. This project will provide the necessary repairs to proactively address

Project No.	Project Name	Status	Project Description	Impact and Benefit
				the deterioration in order to continue to serve the community.
211-7901	City Hall Green Energy Transportation Enhancements	New	Project will provide for an electric vehicle charging station.	Project will help to reduce greenhouse gas emissions.
420-8030	Fire Station #3 (Roof Repair)	Hold	Project will provide for the replacement of the roof at Fire Station #3. Project placed on hold due to pending annexation to County Fire.	The existing roof structure is approaching the end of its useful life. Storm water is leaking through the roof and must be replaced to mitigate any further damage to the building interior.
420-8032	Old Animal Shelter Demo.	New	Project will demolish the old Animal Shelter to grade and remove any potential hazards with a building no longer in service.	Eliminates potential location for malicious behavior and allows the property to be repurposed for a more appropriate and beneficial purpose.
420-8033	Magnolia Rec. Center (Roof Repair)	Design	Project will provide for the repair and/or replacement of the roof at the Magnolia Recreation Center.	The existing roof structure has reached the end of its useful life. Storm water is leaking through the roof and must be replaced to mitigate any further damage to the building interior.
420-8034	Police Dept. Parking Lot Seal Coat and Striping	Complete	Project will provide for the application of an asphalt seal coat and re-striping of the parking area at the Upland Police Station.	This project is a low cost parking lot pavement maintenance effort formulated to extend the life of the Police Dept. public parking lot by correcting minor faults and reducing further deterioration before the pavement deterioration becomes severe and at a higher cost to repair.
420-8038	Magnolia Rec. Center Upgrades	New	Project will provide for the repair and/or replacement of non-structural components at the Magnolia Recreation Center that were damaged during rain events from roof leaks.	Project is required in order to keep a public facility in operational use.
420-8039	Police Dept. Entrance to Impound Lot/Fuel Island	New	Project will provide for the access repair/rehabilitation to the Police Dept. Impound Lot and Fuel Island.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the asphalt entrance and service road. The Police and Public Works Departments depend heavily on this access road for the delivery of public services. This project will provide the necessary repairs to proactively address the asphalt deterioration in order to continue to serve the community.
420-8215	Fire Station #3 Electrical Mod.	New	Project will provide for the electric meter and back-up generator modifications between the Public Works building and Fire Station facility.	Project will ensure electric service to two essential public facilities and provide for continued emergency back-up power.
421-8203	Sports Park	Hold	Project consists of designing construction documents to construct a sports park consisting of soccer and ball fields, restroom, concession stand, sports field lighting, parking lots, underground utility infrastructure, etc. Project placed on hold due to development activity in the vicinity.	Project will increase Upland's public park system and include public amenities the community requires for recreational activities.
421-8209	Magnolia Restroom ADA Compliance	Prelim.	Project to provide ADA upgrades to an existing restroom facility at Magnolia Park.	Project will provide upgraded ADA accessibility to a public facility.

Project No.	Project Name	Status	Project Description	Impact and Benefit
421-8226	Musco Controllers for Park Sites.	Delete	Project provides for the installation of Musco light controllers for park sites.	Project assists energy usage efficiency by providing remote on/off capability for sports field lighting.
421-8231	Memorial Park Rotary Field Backstop and Safety Netting.	Prelim.	Project provides for fencing and netting improvements to ball field backstop.	Project will mitigate the potential for foul balls to damage the Animal Shelter facility in Memorial Park.
421-8232	Misc. Park Improvements	Complete	Project provides for miscellaneous park improvements as needed, such as drinking fountains, benches, concrete repair, etc.	Project enhances public park amenities for the community.
421-8233	Memorial Park Chain Link Fencing around Baker Field	Complete	Project provided for the installation of chain link fencing around Baker Field in Memorial Park.	Project eliminated an old wood fence and provided for a new chain link fence for public ballfield use. The new fence provided for increased visibility for police patrols, thereby increasing public safety in the park.
422-8402	Misc. Storm Drain Repl. - Annual	As needed	Project provides for the replacement of catch basin deck lids, broken pipelines, dry wells, etc.	Project will restore reduced catch basin inlet capacity and help mitigate nuisance water on the City's roadway network.
422-8405	Euclid Avenue Storm Drain	Hold	Project consists of designing construction documents for a large master planned storm drain system under Euclid Avenue.	Project will mitigate flooding concerns by accommodating a 100-year storm/flood occurrence event, and will provide an overall betterment of storm water conveyance along Euclid Avenue.
422-8408	Storm Drain Master Plan Improvements	As needed	Project consists of flood control, water quality, and groundwater recharge enhancements on the west side of the City.	Plan to continuously analyze the storm drain hydraulic system in order to mitigate potential high pressure locations and prevent flooding during storm events.
423-8617	Arrow Route Widening (Central to Monte Vista)	Design 95%	Project includes widening the bridge and roadway from 2 to 4 lanes, constructing right- and left-turn lanes to improve traffic operation, and upgrade traffic signals to facilitate traffic flow.	Project will remove an existing bottleneck constraint in the City's roadway network and improve traffic flow and circulation.
423-8621	Traffic Signal Upgrades	As needed	Project provides for misc traffic signal timing and equipment upgrades to various signals throughout the City.	Project helps to ensure the safe and efficient movement of vehicle and bicycle traffic through the City's roadway network.
423-8622	I-10 & Euclid Avenue Interchange Project	Design	Project provides for Euclid Avenue Interchange improvements consisting of widening the existing on and off ramps, widen Euclid Avenue, reconstruct the Euclid Avenue Bridge over crossing structure, provide additional turning lanes to accommodate the interchange, ramp and local street movement, and provide a new traffic signal at 7 <sup>th</sup> Street and the off ramp.	The SBCTA Project Development Team has recommended the Express Lanes Alternative be carried forward as the preferred alternative for the I-10 Corridor Project. Due to the geographic overlap and related interchange work in the vicinity of the freeway mainline project, the projects will be coordinated to simultaneously perform the project development, design, and construction of both the freeway and the interchange improvements.
423-8623	I-10 & Monte Vista Avenue Interchange Project	Design	Project provides for Monte Vista Avenue Interchange improvements consisting of modifying the existing east and west bound on and off ramps, reconstructing the Monte Vista Avenue undercrossing bridge, reconstructing Palo Verde Street, between the east bound on-ramp and Monte Vista Avenue, and the addition of various turning lanes.	The SBCTA Project Development Team has recommended the Express Lanes Alternative be carried forward as the preferred alternative for the I-10 Corridor Project. Due to the geographic overlap and related interchange work in the vicinity of the freeway mainline project, the projects will be coordinated to simultaneously perform the project development, design, and construction of both the freeway and the interchange improvements.

Project No.	Project Name	Status	Project Description	Impact and Benefit
426-8801	Street & Alley Program	Design	Project provides for asphalt pavement rehabilitation/reconstruction to various public alleys throughout the City.	Over time, traffic, weather, water, and aging of asphalt all contribute to the deterioration of the alley network. Residents depend heavily on Upland's alleys for ingress and egress to their properties and for waste collection that would be compromised without a dependable alley network. This project will provide the necessary repairs to proactively address alley deterioration in order to continue to serve the community.
640-7061	Linda Way Water Main Replacement	Design	Project consists of replacing the aged water main in conjunction with the CIP project.	Reduce water waste and damage to property due to water main leaks. Ensure water delivery reliability to customers.
640-7065	3 <sup>rd</sup> Avenue Water Main Replacement ("A" St. to 11 <sup>th</sup> St.)	New	Project consists of replacing the 1930's aged water main in conjunction with the CIP project.	Reduce water waste and damage to property due to water main leaks. Ensure water delivery reliability to customers.
640-9048	Reservoir 16 Structural Evaluation	Design	Project to determine the structural integrity of the reservoir.	Enable staff to plan, schedule, and budget for the repairs to the reservoir that will result in the most cost effective solution.
640-9049	Citywide Lateral Repl. – Annual	Complete	Projects provides for water service lateral replacements in conjunction with CIP projects, or as stand-alone repairs.	Reduce water waste and damage to property due to water main leaks. Ensure water delivery reliability to customers.
640-9050	Citywide Hydrant Repl. – Annual	Complete	Projects provides for fire hydrant upgrading/replacements in conjunction with CIP projects, or as stand-alone repairs.	Ensure that the water distribution system continues to be able to provide adequate fire suppression capabilities.
640-9052	Waste to Drain Discharge Lines	Prelim.	Project provides for the installation of discharge pipelines at City Wells 3, 8, and 7A.	Gives staff the ability for well water to be diverted and discharged to waste during initial well startup thus allowing for the sand in the water stream to be removed prior to entry into the water distribution system. This will help extend the life of downstream pumps and equipment as well as to reduce the accumulation of sand in the reservoirs.
640-9065	Retrofit Designs for Phase 1 Recycled Water Users	On-going	Project consists of the design for on-site conversion of irrigation systems from potable to recycled use.	This will help conserve water by replacing more expensive potable water with recycled water.
640-9080	Local Main Replacement Program 2015-2016	Delete	Various water main replacements within specified limits.	Reduce water waste and damage to property due to water main leaks. Ensure water delivery reliability to customers.
640-9081	Reservoir 16 Repairs	Delete	Structural repairs of spalling concrete within the reservoir.	Structural repairs of spalling concrete will help prevent further deterioration of the reservoir thus preventing even costlier repairs in the future.
640-9082	Onsite Disinfection Generation (Plant 6 on 15 <sup>th</sup> St.)	Prelim.	Design of on-site chlorination systems.	Design of on-site chlorination systems will enable the conversion from gas chlorination to a safer method of chlorine disinfecting. The replacement of the less efficient chlorine tablet feeders will be more cost effective.

Project No.	Project Name	Status	Project Description	Impact and Benefit
640-9084	Plant 3 MCC Upgrades (22 <sup>nd</sup> Street)	Prelim.	Design and construction of a new electrical motor control center (MCC) for Plant 3 at 22 <sup>nd</sup> Street to replace the existing MCC.	The MCC Upgrades will result in more efficient and cost effective operations. It will also enable staff to enhance their preventive and predictive maintenance programs by using the advanced features of the newer MCCs. The benefits will be costs savings and the ability to recognize issues before they become serious.
640-9087	PRV Stations – Zone 5/4 & Zone 4/3	Hold	Construction of inter-zone pressure reducing stations in water system. Project will allow for water movement during Reservoir 16 structural repairs.	This will enable Reservoir 16 to be taken out of service for repairs. It will also provide future benefits by providing a set pressure to downstream pressure zones.
640-9088	Well Maintenance - Annual	As needed	Project is for on-going maintenance at City well sites as necessary.	Will help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9089	Booster & Motor Maintenance	Delete	Project is for on-going maintenance at City well sites as necessary. Moved to O&M Budget.	Will help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies. Booster and motor maintenance can help extend the life of the equipment as well provide cash savings by preventing future catastrophic repairs from occurring.
640-9094	Greentree Road Water Main	Design 95%	Aged water main replacement in Greentree Road, from 7 <sup>th</sup> Street to 8 <sup>th</sup> Street. Coop. Agreement with City of Ontario.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9095	7 <sup>th</sup> Street Water Main	Design 95%	Aged water main replacement in 7 <sup>th</sup> Street, from San Antonio Avenue to Greentree Road. Coop. Agreement with City of Ontario.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9098	14th Street Water Recharge	Design 95%	Project will provide for basin construction and groundwater recharge w/o 14th Street n/o Public Works. Design will be used to seek grant opportunities for construction funding.	This will result in a more diversified water supply thus helping to ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9100	Onsite Disinfection Generation (Plant 5)	Prelim.	Project consists of new on-site chlorination systems.	Design and installation of on-site chlorination systems will enable staff to convert from chlorine tablet feeders to a more efficient and cost effective system.
640-9115	14 <sup>th</sup> Street Main Replacement (Euclid to Campus)	Complete	Project consisted of replacing the aged water main in conjunction with the CIP project.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9119	New Well in Six Basins	Research	Project will provide for a new potable water well in the Six Basins aquifer	This will result in a more diversified water supply thus helping to ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9120	Alley Water Main Replacement	Prelim.	Project consists of replacing the aged water main in conjunction with the CIP Street & Alley Program project.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9122	13 <sup>th</sup> Street Water Main Repl. (Euclid to Campus)	Research	Project consists of replacing the aged water main in conjunction with the CIP project.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued

Project No.	Project Name	Status	Project Description	Impact and Benefit
				supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9123	22 <sup>nd</sup> Street Water Main Repl. (Mountain to Euclid)	Complete	Project consisted of replacing the aged water main in conjunction with the CIP project.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9124	Arrow Hwy. Water Main Repl. (Mountain to San Antonio)	Research	Project consists of replacing the aged water main in conjunction with the CIP project.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9125	San Antonio Water Treatment Plant Repairs	Complete	Project consisted of repairing water treatment plant filter beds, media replacement, etc.	Will help supplement surface water supply and allow for the maximum beneficial use of the City's various water supplies.
640-9126	Landscape Conservation Project	Complete	Project provided for the replacement of turf with drought tolerant landscaping at City Hall to help reduce water usage.	Project utilized available rebates and provided a public venue for water awareness and public education on water conservation measures.
640-9127	Ground Water Nitrate Treatment	New	Project consists of a biological treatment system for removal of nitrates from the ground water wells.	This will provide the City with a cost effective means of removing nitrates from the water. It will result in giving the City a more diversified water supply thus helping to ensure a continued supply of water to the City's customers. This will also allow for the maximum beneficial use of the City's various water supplies
640-9128	Reservoir Replacement at 17 <sup>th</sup> Street	Design	Project will provide the expedited replacement of a 7.5 MGD facility due to the existing tank design being similar to tanks with defects.	Reservoir 15 is an integral part of the City water supply system that receives water from imported and local groundwater wells. The imported water source is a major source of the City drinking water supply and is integral in meeting our customer demand, especially during the hot summer months.
640-9129	Reservoir No. 4 Aeration System (6 <sup>th</sup> Ave.)	Construction & Testing	Project consists of installing an aeration system to reduce PCE levels and restore the well to operation.	Project will allow the 200,000 gallon Reservoir No. 4 to be brought back on line providing additional water reliability to Upland customers in the southeast section of the City.
640-9130	Citywide Lateral Replacements 2017-18	New	Projects provides for water service lateral replacements in conjunction with CIP projects, or as stand-alone repairs.	Reduce water waste and damage to property due to water leaks.
640-9131	9 <sup>th</sup> Street Water Main Improvements (3 <sup>rd</sup> Ave. to Campus Ave.)	New	Project consists of replacing the aged water main in conjunction with the CIP project.	Reduce water waste and damage to property due to water main leaks. It will also help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies.
640-9132	Water Interconnect with CVWD	New	Project will provide for a water system interconnect with Cucamonga Valley Water District to move water between systems as needed.	Will help ensure a continued supply of water and allow for the maximum beneficial use of the City's various water supplies. It will provide backup supplies for each agency in the event of an emergency situation.
640-9133	Water Conservation Landscape Modification Project	New	The Water Conservation Landscape Modification Project will provide a showcase of water conservation for the public.	Will help education the public in water conservation measures giving them a thorough understanding of what's required as well how it will help all of us achieve our water conservation goals.

Project No.	Project Name	Status	Project Description	Impact and Benefit
645-9301	Upland Landfill Post-Closure Plan	As needed	Project identified in order to repair, replace and reconstruct the landfill's monitoring well(s) and equipment to assure its operative conditions as required by State and local regulatory agencies.	Project is required to maintain compliance with the post-closure State mandates for the extraction and control of methane gas generated by landfill debris.
645-9305	Update Sewer Model	Model at 70%	Project identified to update the City's sewer model.	Project assist the City by continuously evaluating the hydraulic capacity of the City's sewer collection system as required by the State mandated Sanitary Sewer Management Plan.
645-9324	Landfill Flare Modifications	Design	Project will consists of the construction of a small diameter gas line to provide supplemental natural gas in order to augment low gas quality at the existing flare inlet.	Project is required to maintain compliance with the post-closure State mandates for the extraction and control of methane gas generated by landfill debris and necessary to adhere to Air Quality Management District (AQMD) Rule 1150.1 "landfill emission control"
645-9328	Citywide Sewer Rehabilitation 2016/2017 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements)	Construction	Project consists of replacing old brick sewer manhole structures with new precast concrete manholes in various sections of the City.	Project is necessary to ensure sewer manhole structure and system reliability and reliable sewer disposal service.
645-9329	Citywide Sewer Rehabilitation 2017/2018 (Hydraulic Deficiencies, Root Intrusion, Structural Manhole Replacements)	New	Project consists of constructing various sewer mains that have been identified through sewer modeling and CCTV inspections to contain hydraulic deficiencies and/or obstructions inhibiting flow (i.e. tree roots, concrete, rocks, debris, etc.). Project also includes replacing aged sewer manholes.	Project is necessary to ensure sewer manhole structure and system reliability and reliable sewer disposal service.



## 2017-18 SCHEDULE OF POSITIONS

	Labor Group	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Adopted	2017-18 Change
<b><u>GENERAL GOVERNMENT</u></b>						
<b><u>ELECTED/APPOINTED</u></b>						
MAYOR	ELEC	1.00	1.00	1.00	1.00	0.00
COUNCIL	ELEC	4.00	4.00	4.00	4.00	0.00
TREASURER	ELEC	1.00	1.00	1.00	1.00	0.00
		<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>
<b><u>ADMINISTRATION</u></b>						
CITY MANAGER	EXEC	1.00	1.00	1.00	1.00	0.00
DEPUTY CITY MANAGER	EXEC	0.00	1.00	1.00	1.00	0.00
EXECUTIVE ASSISTANT TO CITY MANAGER	MMGT	2.00	1.00	1.00	1.00	0.00
		<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
<b><u>GENERAL GOVERNMENT-TOTAL</u></b>		<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
<b><u>ADMINISTRATIVE SERVICES</u></b>						
<b><u>CITY CLERK</u></b>						
ADMINISTRATIVE SERVICES DIRECTOR	EXEC	1.00	0.00	0.00	0.00	0.00
DEPUTY CITY CLERK	GENL	0.00	1.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	0.00	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT II	GENL	0.50	0.00	0.00	0.00	0.00
ADMINISTRATIVE ASSISTANT III	GENL	0.00	1.00	1.00	0.00	(1.00)
		<u>2.50</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b><u>FINANCE</u></b>						
FINANCE MANAGER	MMGT	1.00	1.00	1.00	0.00	(1.00)
FINANCE OFFICER	MMGT	0.00	0.00	0.00	1.00	1.00
ACCOUNTING SUPERVISOR	MMGT	1.00	1.00	1.00	1.00	0.00
SENIOR ACCOUNTANT	GENL	1.00	1.00	1.00	1.00	0.00
ACCOUNTANT	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR ACCOUNTING TECHNICIAN	GENL	1.00	1.00	1.00	0.00	(1.00)
PAYROLL TECHNICIAN	GENL	0.00	0.00	0.00	1.00	1.00
ACCOUNTING TECHNICIAN	GENL	3.00	3.00	3.00	3.00	0.00
BUDGET CLERK	GENL	1.00	1.00	1.00	0.00	(1.00)
ACCOUNTING CLERK	GENL	0.00	0.00	0.00	1.00	1.00
REVENUE COORDINATOR	GENL	1.00	0.00	0.00	0.00	0.00
CUSTOMER SERVICES SUPERVISOR	MMGT	0.00	1.00	1.00	1.00	0.00
SENIOR CUSTOMER SERVICE SPECIALIST	GENL	0.00	0.00	0.00	1.00	1.00
CUSTOMER SERVICE SPECIALIST	GENL	0.00	0.00	5.00	0.00	(5.00)
CUSTOMER SERVICE SPECIALIST II	GENL	3.00	3.00	0.00	2.00	2.00
CUSTOMER SERVICE SPECIALIST I	GENL	2.00	2.00	0.00	3.00	3.00
		<u>15.00</u>	<u>15.00</u>	<u>15.00</u>	<u>16.00</u>	<u>1.00</u>
<b><u>INFORMATION TECHNOLOGY</u></b>						
IT MANAGER	MMGT	1.00	1.00	1.00	1.00	0.00
SENIOR IT TECHNICIAN	GENL	0.00	0.00	1.00	1.00	0.00
IT TECHNICIAN	GENL	1.00	1.00	0.00	0.00	0.00
		<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b><u>HUMAN RESOURCES</u></b>						
HR MANAGER	MMGT	0.00	1.00	1.00	1.00	0.00
SENIOR HR ANALYST	MMGT	1.00	0.00	0.00	1.00	1.00
HR ANALYST	MMGT	1.00	1.00	1.00	1.00	0.00
HR SPECIALIST	GENL	1.00	1.00	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT II	GENL	0.75	1.00	0.00	0.00	0.00
ADMINISTRATIVE ASSISTANT I	GENL	0.00	0.00	1.00	0.00	(1.00)
		<u>3.75</u>	<u>4.00</u>	<u>4.00</u>	<u>3.00</u>	<u>(1.00)</u>
<b><u>ADMINISTRATIVE SERVICES-TOTAL</u></b>		<u>23.25</u>	<u>23.00</u>	<u>23.00</u>	<u>23.00</u>	<u>0.00</u>

## 2017-18 SCHEDULE OF POSITIONS

	Labor Group	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Adopted	2017-18 Change
<b><u>DEVELOPMENT SERVICES</u></b>						
<b><u>BUILDING AND PLANNING</u></b>						
DEVELOPMENT SERVICES DIRECTOR	EXEC	1.00	1.00	1.00	1.00	0.00
DEVELOPMENT SERVICES MANAGER	MMGT	1.00	1.00	1.00	1.00	0.00
ECONOMIC DEVELOPMENT COORDINATOR	MMGT	0.00	0.00	1.00	1.00	0.00
DEVELOPMENT SPECIALIST	GENL	1.00	1.00	1.00	1.00	0.00
PLANNING MANAGER	MMGT	1.00	0.00	0.00	0.00	0.00
SENIOR PLANNER	MMGT	0.00	1.00	1.00	1.00	0.00
ASSOCIATE PLANNER	MMGT	0.00	0.00	1.00	1.00	0.00
ASSISTANT PLANNER	MMGT	2.00	2.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	2.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	0.00	0.00	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	0.00	1.00	1.00
BUILDING OFFICIAL	MMGT	1.00	1.00	1.00	1.00	0.00
BUILDING INSPECTOR I	GENL	0.00	1.00	1.00	1.00	0.00
BUILDING INSPECTOR II	GENL	2.00	2.00	2.00	2.00	0.00
PLANS EXAMINER	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR COUNTER TECHNICIAN	GENL	0.00	0.00	1.00	0.00	(1.00)
SENIOR DEVELOPMENT SERVICES TECHNICIAN	GENL	0.00	0.00	0.00	1.00	1.00
COUNTER TECHNICIAN	GENL	1.00	1.00	0.00	0.00	0.00
		<u>12.00</u>	<u>14.00</u>	<u>15.00</u>	<u>15.00</u>	<u>0.00</u>
<b><u>CODE ENFORCEMENT</u></b>						
CODE ENFORCEMENT OFFICER	GENL	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b><u>HOUSING / SUCCESSOR AGENCY</u></b>						
HOUSING COORDINATOR	GENL	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
		<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
<b><u>DEVELOPMENT SERVICES-TOTAL</u></b>						
		<u>16.00</u>	<u>15.00</u>	<u>16.00</u>	<u>16.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS</u></b>						
<b><u>PUBLIC WORKS - ADMINISTRATION</u></b>						
PUBLIC WORKS DIRECTOR	EXEC	1.00	1.00	1.00	1.00	0.00
DEPUTY PW DIRECTOR	MMGT	1.00	0.00	0.00	0.00	0.00
OPERATIONS MANAGER	MMGT	0.00	1.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	2.00	1.00	0.00	0.00	0.00
ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	0.00	1.00	1.00
ADMINISTRATIVE ASSISTANT I	GENL	0.00	0.00	1.00	0.00	(1.00)
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS - OPERATIONS</u></b>						
MAINTENANCE SUPERVISOR	MMGT	0.00	1.00	1.00	1.00	0.00
FACILITIES SPECIALIST	GENL	2.00	2.00	1.00	1.00	0.00
FACILITIES COORDINATOR	GENL	0.00	0.00	1.00	1.00	0.00
CUSTODIAN	GENL	2.00	3.50	3.50	3.50	0.00
SENIOR EQUIPMENT MECHANIC	GENL	0.00	0.00	0.00	1.00	1.00
LEAD EQUIPMENT MECHANIC	GENL	1.00	1.00	1.00	0.00	(1.00)
EQUIPMENT MECHANIC II	GENL	2.00	2.00	2.00	0.00	(2.00)
EQUIPMENT MECHANIC	GENL	0.00	0.00	0.00	2.00	2.00
INVENTORY SPECIALIST	GENL	1.00	1.00	1.00	1.00	0.00
OPERATIONS MAINT. SUPERINTENDENT	MMGT	1.00	0.00	0.00	0.00	0.00
MAINTENANCE CREW LEAD	GENL	3.00	3.00	3.00	0.00	(3.00)
SENIOR MAINTENANCE WORKER	GENL	0.00	0.00	0.00	3.00	3.00
MAINTENANCE WORKER	GENL	0.00	0.00	0.00	10.00	10.00
MAINTENANCE WORKER II	GENL	10.00	10.00	10.00	0.00	(10.00)
		<u>22.00</u>	<u>23.50</u>	<u>23.50</u>	<u>23.50</u>	<u>0.00</u>

## 2017-18 SCHEDULE OF POSITIONS

	Labor Group	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Adopted	2017-18 Change
<b><u>PUBLIC WORKS - CAPITAL PROJECTS</u></b>						
PRINCIPAL ENGINEER	MMGT	1.00	0.00	0.00	0.00	0.00
ENGINEERING MANAGER	MMGT	0.00	1.00	1.00	1.00	0.00
SENIOR ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ASSOCIATE ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
SR PUBLIC WORKS INSPECTOR	GENL	1.00	1.00	1.00	2.00	1.00
PUBLIC WORKS INSPECTOR II	GENL	1.00	1.00	1.00	0.00	(1.00)
SENIOR WATER UTILITY INSPECTOR	GENL	0.00	0.00	1.00	1.00	0.00
WATER UTILITY INSPECTOR II	GENL	1.00	1.00	0.00	0.00	0.00
		<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS-CONT</u></b>						
<b><u>TRAFFIC ENGINEERING</u></b>						
PRINCIPAL ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ASSISTANT ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ENGINEERING TECHNICIAN	GENL	0.00	0.00	0.00	1.00	1.00
COUNTER TECHNICIAN	GENL	1.00	1.00	1.00	0.00	(1.00)
		<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS - SEWER</u></b>						
ENVIRONMENTAL QUALITY ADMINISTRATOR	MMGT	1.00	1.00	1.00	1.00	0.00
ASSOCIATE ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
ASSISTANT ENGINEER	MMGT	1.00	1.00	1.00	1.00	0.00
SENIOR ENVIRONMENTAL CONTROL TECHNICIAN	GENL	1.00	1.00	1.00	1.00	0.00
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS - WATER</u></b>						
UTILITIES OPERATIONS MANAGER	MMGT	1.00	1.00	1.00	1.00	0.00
MANAGEMENT ANALYST	MMGT	0.00	0.00	1.00	1.00	0.00
WATER CONSERVATION SPECIALIST	GENL	1.00	1.00	0.00	0.00	0.00
WATER DISTRIBUTION SUPERVISOR	MMGT	1.00	1.00	0.00	0.00	0.00
UTILITY SYSTEM SUPERVISOR	MMGT	0.00	0.00	1.00	1.00	0.00
GIS/CADD TECHNICIAN	GENL	1.00	1.00	1.00	1.00	0.00
WATER SYSTEMS OPERATOR CHIEF	GENL	1.00	1.00	0.00	0.00	0.00
CHIEF WATER TREATMENT OPERATOR	MMGT	0.00	0.00	1.00	1.00	0.00
SENIOR WATER TREATMENT OPERATOR	GENL	0.00	0.00	2.00	2.00	0.00
WATER SYSTEMS OPERATOR IV	GENL	2.00	2.00	0.00	0.00	0.00
WATER TREATMENT OPERATOR	GENL	0.00	0.00	2.00	2.00	0.00
WATER SYSTEMS OPERATOR II	GENL	1.00	1.00	0.00	0.00	0.00
WATER SYSTEMS OPERATOR I	GENL	1.00	1.00	0.00	0.00	0.00
LEAD WATER UTILITY WORKER V	GENL	1.00	1.00	1.00	0.00	(1.00)
LEAD WATER UTILITY WORKER III	GENL	1.00	1.00	1.00	0.00	(1.00)
SENIOR UTILITY SYSTEM WORKER	GENL	0.00	0.00	2.00	2.00	0.00
WATER UTILITY WORKER V	GENL	1.00	1.00	0.00	0.00	0.00
WATER UTILITY WORKER IV	GENL	1.00	1.00	0.00	0.00	0.00
UTILITY SYSTEM WORKER	GENL	0.00	0.00	4.00	5.00	1.00
WATER UTILITY WORKER II	GENL	4.00	4.00	0.00	0.00	0.00
MAINTENANCE WORKER II	GENL	4.00	4.00	4.00	0.00	(4.00)
UTILITY SYSTEM WORKER- SEWER	GENL	0.00	0.00	0.00	4.00	4.00
SENIOR UTILITY SYSTEM WORKER- SEWER	GENL	0.00	0.00	0.00	1.00	1.00
SENIOR WATER METER TECHNICIAN	GENL	1.00	1.00	1.00	1.00	0.00
WATER METER TECHNICIAN	GENL	2.00	2.00	2.00	2.00	0.00
		<u>24.00</u>	<u>24.00</u>	<u>24.00</u>	<u>24.00</u>	<u>0.00</u>
<b><u>PUBLIC WORKS-TOTAL</u></b>		<u>63.00</u>	<u>64.50</u>	<u>64.50</u>	<u>64.50</u>	<u>0.00</u>
<b><u>FIRE*</u></b>						
<b><u>FIRE- SWORN</u></b>						
FIRE CHIEF	EXEC	1.00	1.00	1.00	1.00	0.00
DEPUTY FIRE CHIEF	FRMG	2.00	2.00	2.00	1.00	(1.00)
BATTALION CHIEF	FRMG	1.00	1.00	1.00	2.00	1.00

## 2017-18 SCHEDULE OF POSITIONS

	Labor Group	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Adopted	2017-18 Change
<b><u>FIRE-CONT</u></b>						
FIRE CAPTAIN	FRSW	12.00	12.00	12.00	12.00	0.00
FIRE ENGINEER	FRSW	12.00	12.00	12.00	12.00	0.00
FIRE FIGHTER	FRSW	12.00	12.00	12.00	12.00	0.00
		<u>40.00</u>	<u>40.00</u>	<u>40.00</u>	<u>40.00</u>	<u>0.00</u>
<b><u>FIRE- NON-SWORN</u></b>						
FLIGHT PARAMEDIC	GENL	2.00	2.00	2.00	2.00	0.00
MEDICAL CREW LEAD	GENL	0.00	0.00	1.00	1.00	0.00
FLIGHT NURSE	GENL	4.00	4.00	3.00	3.00	0.00
FIRE INSPECTOR/INVESTIGATOR	GENL	2.00	1.00	1.00	1.00	0.00
DEPUTY FIRE MARSHAL	GENL	0.00	1.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT I	GENL	1.00	0.00	0.00	0.00	0.00
		<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
<b><u>FIRE-TOTAL</u></b>		<u>49.00</u>	<u>49.00</u>	<u>49.00</u>	<u>49.00</u>	<u>0.00</u>
<b><u>POLICE</u></b>						
<b><u>POLICE- SWORN</u></b>						
CHIEF OF POLICE	EXEC	1.00	1.00	1.00	1.00	0.00
POLICE CAPTAIN	PDCP	2.00	2.00	2.00	2.00	0.00
POLICE LIEUTENANT	PD - MMGT	4.00	4.00	4.00	4.00	0.00
POLICE SERGEANT	PD - MMGT	8.00	8.00	9.00	9.00	0.00
POLICE DETECTIVE	PDSW	9.00	9.00	9.00	9.00	0.00
POLICE OFFICER	PDSW	46.00	50.00	50.00	50.00	0.00
		<u>70.00</u>	<u>74.00</u>	<u>75.00</u>	<u>75.00</u>	<u>0.00</u>
<b><u>POLICE- NON-SWORN</u></b>						
POLICE DISPATCH SUPERVISOR	MMGT	1.00	1.00	1.00	1.00	0.00
LEAD DISPATCHER	GENL	0.00	0.00	0.00	2.00	2.00
POLICE DISPATCHER II	GENL	12.00	12.00	12.00	10.00	(2.00)
FORENSIC SPECIALIST	GENL	1.00	1.00	1.00	1.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	1.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	0.50	1.00	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	0.00	0.00	0.00
ACCOUNTING TECHNICIAN	GENL	0.00	0.00	0.00	1.00	1.00
CRIME ANALYST TRAINEE	GENL	0.00	0.00	0.00	1.00	1.00
POLICE RECORDS SUPERVISOR	MMGT	0.00	0.00	1.00	1.00	0.00
POLICE RECORDS SPECIALIST II	GENL	6.00	6.00	6.00	6.00	0.00
POLICE RECORDS SPECIALIST I	GENL	1.00	1.00	0.00	0.00	0.00
		<u>22.50</u>	<u>23.00</u>	<u>23.00</u>	<u>24.00</u>	<u>1.00</u>
<b><u>ANIMAL SERVICES</u></b>						
ANIMAL SERVICES SUPERVISOR	MMGT	0.00	0.00	1.00	0.00	(1.00)
ANIMAL SERVICES MANAGER	MMGT	0.00	0.00	0.00	1.00	1.00
ANIMAL CONTROL OFFICER	GENL	0.00	0.00	3.00	3.00	0.00
		<u>0.00</u>	<u>0.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b><u>CODE ENFORCEMENT</u></b>						
CODE ENFORCEMENT OFFICER	GENL	0.00	3.00	3.00	3.00	0.00
		<u>0.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>
<b><u>POLICE-TOTAL</u></b>		<u>92.50</u>	<u>100.00</u>	<u>105.00</u>	<u>106.00</u>	<u>1.00</u>
<b><u>COMMUNITY SERVICES</u></b>						
<b><u>LIBRARY</u></b>						
PRINCIPAL LIBRARIAN	MMGT	2.00	0.00	0.00	0.00	0.00
SENIOR LIBRARIAN	MMGT	0.50	0.00	0.00	0.00	0.00
LITERACY COORDINATOR	GENL	1.00	0.00	0.00	0.00	0.00

## 2017-18 SCHEDULE OF POSITIONS

	Labor Group	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Adopted	2017-18 Change
<b><u>LIBRARY-CON'T</u></b>						
SENIOR LIBRARY ASSISTANT	GENL	2.00	0.00	0.00	0.00	0.00
LIBRARY TECHNICIAN	GENL	2.00	0.00	0.00	0.00	0.00
LIBRARY ASSISTANT	GENL	0.75	0.00	0.00	0.00	0.00
SENIOR LIBRARY CLERK	GENL	1.50	0.00	0.00	0.00	0.00
LIBRARY CLERK	GENL	1.25	0.00	0.00	0.00	0.00
LIBRARY MONITOR	GENL	0.75	0.00	0.00	0.00	0.00
SENIOR ADMINISTRATIVE ASSISTANT	GENL	1.00	0.00	0.00	0.00	0.00
		<u>12.75</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b><u>COMMUNITY SERVICE-CON'T</u></b>						
<b><u>RECREATION AND COMMUNITY SERVICES</u></b>						
COMMUNITY SERVICES DIRECTOR	EXEC	1.00	1.00	1.00	1.00	0.00
RECREATION SUPERVISOR	MMGT	0.00	0.00	0.00	2.00	2.00
RECREATION COORDINATOR	GENL	3.00	3.00	3.00	0.00	(3.00)
SENIOR ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	1.00	1.00	0.00
ADMINISTRATIVE ASSISTANT III	GENL	1.00	1.00	0.00	0.00	0.00
ADMINISTRATIVE ASSISTANT II	GENL	1.00	1.00	1.00	0.00	(1.00)
ADMINISTRATIVE ASSISTANT	GENL	0.00	0.00	0.00	1.00	1.00
CUSTODIAN	GENL	1.50	0.00	0.00	0.00	0.00
		<u>7.50</u>	<u>6.00</u>	<u>6.00</u>	<u>5.00</u>	<u>(1.00)</u>
<b><u>ANIMAL SERVICES</u></b>						
ANIMAL SERVICES SUPERVISOR	MMGT	1.00	1.00	0.00	0.00	0.00
ANIMAL CONTROL OFFICER	GENL	3.00	3.00	0.00	0.00	0.00
ANIMAL SHELTER ATTENDANT II	GENL	2.00	2.00	0.00	0.00	0.00
ANIMAL SHELTER ATTENDANT I	GENL	1.00	1.00	0.00	0.00	0.00
		<u>7.00</u>	<u>7.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b><u>COMMUNITY SERVICES-TOTAL</u></b>		<u>27.25</u>	<u>13.00</u>	<u>6.00</u>	<u>5.00</u>	<u>(1.00)</u>
<b><u>GRAND TOTAL</u></b>		<u>280.00</u>	<u>273.50</u>	<u>272.50</u>	<u>272.50</u>	<u>-</u>

\*All Fire Department employees will be removed from the Schedule of Positions July 22, 2017, at the successful annexation of the Fire Department to San Bernardino County.

(This Page Left Intentionally Blank)

# CHART OF ACCOUNTS

Fund No.	Fund Name
101	General Fund
201	Housing
203	Public Safety Augmentation
204	Gas Tax
205	Measure I
208	HOME Investment Partnership Program
209	Community Development Block Grant (CDBG)
210	Parking Business Improvement Area (PBIA)
211	Air Quality Management District (AQMD)
214	Homeland Security Grants - PD
215	Prop 30
216	COPS
217	Other Grants
218	Office of Traffic Safety
219	Local Law Enforcement Block Grant
220	Asset Forfeiture
221	Homeland Security Grants - Fire
222	CalHOME
301	Public Financing Authority
420	General Capital Improvements
421	Park Acquisition & Development
422	Storm Drain Development
423	Street & Traffic Facility Development
425	General Capital Projects
426	Street & Alley Repairs
640	Water Utility
641	Solid Waste Utility
645	Sewer Utility
751	Self-Funded Insurance
752	Fleet Management
753	Information Systems
754	Building Maintenance & Operations
805	Successor Agency

# CHART OF ACCOUNTS

Division No.	Division Name
1101	City Council
1104	City Treasurer
1201	City Administration
1301	Finance
1302	Mail/Printing Services
1401	Information Systems
1405	Council Chambers
1510	Library
1601	Human Resources
1602	Development & Training
1603	City Attorney
1611	Workers Compensation
1612	Unemployment
1613	Long-Term Disability
1614	Liability
1615	Loss Prevention
1701	City Clerk
2201	Building And Safety
2202	Weed Abatement
2203	Economic Development
2204	Planning Commission
2205	Planning
2301	CDBG Administration
2302	Rec Class
2303	Code Enforcement
2305	Graffiti Removal
2308	Diamond Court
2309	Fair Housing
2311	Food - St. Joseph
2312	Homeless Services
2314	Housing Mediation
2325	Hope Partners - Food Security
2332	CDBG - Pacific Lifeline Womens' Program
2335	CDBG - Emergency Repair Program FY 2014-15
2342	IVRS
2343	Family Service Association
2344	Eagle's Wings Ministries
2345	Business Assistance & Attraction FY17-18



## CHART OF ACCOUNTS

Division No.	Division Name
2346	Downtown Façade Enhancement FY17-18
2347	Emergency Repair Program FY17-18
2407	12-8689 CalHOME Program
2408	Program Income Loans
2409	12-8558 HOME Grant
2501	PBIA
2502	AQMD
2901	Successor Agency Administration
2931	Housing Administration
3201	Police Administration
3202	Police Investigations
3205	Animal Services
3206	Police Admin Support
3210	Patrol Support
3211	Police Patrol
3231	Special Events & Comm Outreach
3232	Police Reserves
3233	Code Enforcement
3256	COPS Allocation FY 14-15
3257	Prop 30- PD
3261	COPS Allocation FY 13-14
3262	COPS Allocation FY 15-16
3263	HSGP 2015 PD Grant
3264	DUI Enforcement Step Grant- PT 1630
3265	ABC Grant- 16G- LA 52
3267	COPS Allocation FY16-17
3269	COPS Allocation FY17-18
3304	Asset Forfeiture - Federal
3414	Asset Forfeiture - State
3423	Asset Forfeiture - 15%
3445	State COPS 12-13
3447	2015 JAG Grant
3450	2016 JAG Grant
3501	Fire Administration
3502	Fire Volunteers
3503	Fire Reserves
3511	Fire Station I
3512	Fire Station II

## CHART OF ACCOUNTS

Division No.	Division Name
3513	Fire Station III
3514	Fire Station IV
3515	Emergency Medical Services
3516	Special Operations
3517	Air Ambulance
3518	Historic Fire Station
3521	Fire Prevention
3522	Fire Training
4201	Recreation Administration
4202	Recreation Classes
4203	Recreation Facilities
4204	Youth Programs/Sports
4205	Senior Center
4206	Special Events
4207	Community Outreach Services
4208	ACCESS Program
4210	Landecena Center
4402	Carnegie Library
4409	Passports
5201	Public Works Administration
5301	Engineering Administration
5302	Development/Traffic Engineering
5401	Street Maintenance
5402	Street Sweeping
5403	Sidewalk Maintenance
5404	Street Lighting
5405	Traffic Control
5406	Traffic Facility Maintenance
5407	Weed Abatement
5408	Flood Control
5409	Street Tree Maintenance
5410	Parkway Maintenance
5412	Maintenance - Main Street
5413	Maintenance - Metrolink Station
5414	Fleet Maintenance
5416	Damage To City Property
5420	Park Maintenance
5421	Sports Field Maintenance

## CHART OF ACCOUNTS

Division No.	Division Name
5601	City Hall
5602	Building Maintenance & Operations
6201	Water Administration
6202	Customer Service
6203	Meter Services
6204	Damage To City Property
6205	Production/Storage
6206	Transmission & Distribution
6207	WECWC Management Control
6208	Conservation
6209	Water Treatment Plant
6210	Debt Service
6211	Storm Water Management & Recharge
6212	PVPA
6301	Solid Waste
6302	Household Hazardous Waste
6303	SHARPS Program
6311	Used Oil Recycling Grant
6312	Beverage Recycling Grant
6401	Landfill Site Maintenance
6402	Sewer Maintenance & Operations
6403	Sewer - Residential
6404	Sewer - Non Residential

## CHART OF ACCOUNTS

Object No.	Object Name
5110	Buy Backs
5111	Salaries - Full Time
5112	Salaries - Temporary/Part Time
5113	Overtime
5116	Fringe Benefits
5117	Retirement Contributions
5118	Other
5119	Unfunded Annual PERS Liability
5121	Salaries - Sworn Fire
5123	Overtime - Sworn Fire
5126	Fringe Benefits - Sworn Fire
5127	Retirement Contributions/Sworn
5131	Salaries - Sworn Police
5133	Overtime - Sworn Police
5136	Fringe Benefits - Sworn Police
5137	Retirement Contributions - Sworn Police
5211	Postage
5212	Advertising
5213	Dues & Subscriptions
5214	Training - POST
5215	Training/Conferences/Meetings
5216	Office Supplies
5217	Other Supplies/Materials
5218	Uniform Expense
5219	Registration Permits/Licenses
5220	Fuel Usage
5221	Mileage Reimbursement
5222	Print/Mail Charges
5223	Information Systems Charges
5224	Vehicle Charges
5225	Building Maintenance & Operations Charges
5227	Vehicle Parts/Materials
5231	Office Equipment (Under \$5,000)
5232	Computer Equipment (Under \$5,000)
5233	Other Equipment (Under \$5,000)
5241	Utilities - Electric
5242	Utilities - Gas
5243	Utilities - Telephone

## CHART OF ACCOUNTS

Object No.	Object Name
5244	Utilities - Water
5245	Maintenance - Buildings/Structures/Grounds
5246	Maintenance - Equipment
5247	Maintenance - Vehicles
5248	Maintenance - Other
5249	Other Maintenance
5251	Legal Services
5252	Professional Services
5253	Contract Services
5254	Data Processing Services
5255	Banking Services
5256	Solid Waste Services
5257	Sewer Treatment Disposal Services
5258	Other Services
5259	Recycled Water Purchase
5261	Books & Digital Materials
5271	Insurance Premium
5272	Claims Expense
5273	Workers Compensation Charges
5276	Liability Charges
5292	Administrative Services Expense
5295	Pump/Diesel Taxes
5296	RDA Pass-Through Expense
5302	Loans
5305	Emergency Repairs Program
5309	First Time Home Buyer Program
5314	Program Income - HIP Loans
5315	Program Income - FTHB Loans
5316	Program Income - TBRA
5321	Employee Incentive
5322	Health Premiums - Retirees
5323	PERS Supplement
5324	Other Post-Employment Benefits
5421	Lease Principal Expense
5424	Bond Principal Payment
5425	Bond Interest Expense
5521	Land
5529	Building Improvements
5530	Machinery & Equipment
5531	Vehicles

(This Page Left Intentionally Blank)

## Glossary of Terms

**Appropriation-** Legal authorization granted to the City Manager by the City Council to expend monies, and/or to incur legal obligations for specific departmental purposes. An appropriation is usually limited in amount, as well as to the time when it may be expended.

**Assessed Valuation-** A dollar value placed upon real estate or other property by San Bernardino County as a basis for levying property taxes.

**Balanced Budget-** A budget in which current revenues equal recurring expenditures.

**Beginning Fund Balance-** Fund balance available in a fund at the end of the prior fiscal year for use in the following fiscal year.

**Bond-** A city may raise capital by issuing a written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a specific rate.

**Budget Amendment-** A revision of the adopted budget that, when approved by the City Council, replaces the original provision. Budget amendments occur frequently throughout the fiscal year, as spending priorities shift.

**Budget Calendar-** A timetable showing when particular tasks must be completed in order for the City Council to approve the spending plan before the beginning of the next fiscal year.

**Budget Message-** A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of the principal budget items and summarizes the proposed budget relative to the current year adopted budget.

**Capital Improvement Program-** A financial plan of proposed capital improvement projects and the means of financing them for a given period of time.

**Capital Expenditures-** A budget category which budgets all equipment having a unit cost of more than \$5,000. Capital outlay items are budgeted in the operating budget.

**Cash Basis of Accounting-** A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payments are made. Since payments can be delayed to the next fiscal year, cash basis can result in an inaccurate picture of the financial condition of a fund. To be in conformance with GAAP, local governments must use the accrual basis, rather than the cash basis of accounting.

**Chart of Accounts-** A chart that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The chart of accounts provides a system for recording revenues and expenditures that fits the organizational structure.

**Debt Service-** Annual principal and interest payments owed on money that has been borrowed.

Department- An organizational unit comprised of divisions or programs. It is possible for a department to be comprised of only one division.

Disbursement- Payment for goods or services that have been delivered and invoiced.

Division- An organizational unit consisting of programs and/or activities within a department which furthers the objectives of the City Council by providing services or products.

Encumbrance- Financial commitments related to unperformed contracts for goods or services for which part of an appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Enterprise Fund- A type of fund established to account for the total costs of those governmental facilities and services which are operated in a manner similar to private enterprises. These funds are entirely or predominately self-supporting.

Fiscal Year- A twelve-month period of time to which the budget applies. For the City of Upland, it is July1 through June 30.

Fund- An independent fiscal and accounting entity used to record all financial transactions related to the specific purposes for which the fund was created. There are five major types of funds: General, Special Revenue, Capital Project, Enterprise Funds, and Fiduciary Funds.

Fund Balance- The amount of financial resources immediately available for use. Generally, this represents the excess of current assets over current liabilities.

Gann Appropriations Limit- Article XIII B of the State constitution was amended by Proposition 4 (Gann initiative) in 1979. Article XIII B limits growth in the spending of tax proceeds appropriated in the “base year” of 1978-79 times the product of the allowable annual percentage change in a cost-of-living factor and the allowable annual percentage change in a population change factor. The cost-of-living factor is the larger of the annual percentage change in the State per capita personal income or the annual percentage change in the local non-residential assessed valuation due to new construction. The population change factor is the larger of the annual percentage change of the jurisdiction’s population or the annual percentage change of the county in which the jurisdiction is located.

Generally Accepted Accounting Principles- Uniform minimum standards used by state and local governments for financial recording and reporting; established by the accounting profession through the Governmental Accounting Standards Board (GASB).

General Fund- The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use. Examples of departments financed by the General Fund include City Council, Finance, Police and Fire Departments.

Grant- Contributions or gifts of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.



**Infrastructure-** The underlying foundation or basic framework of a system or organization, such as the roads, sewers, water lines, and storm drains.

**Interfund Transactions-** These budgetary transactions consist of quasi-external transactions which would be treated as revenues and expenditures if they involved organizations external to the governmental unit, reimbursements of expenditures initially made in one fund which are attributable to another fund, and transfers where monies are appropriated from one fund to another fund to reimburse expenses which are of benefit to the first fund.

**Interim Financial Reports-** Quarterly or monthly comparisons of budgeted with actual revenues and expenditures to date. These reports provide decision makers with an early warning of impending expenditure overruns or revenue shortfalls.

**Modified accrual basis of accounting-** A form of accrual accounting in which (1) the expenditures are recognized when the goods or services are received and (2) revenues, such as taxes, are recognized when measurable and available to pay expenditures in the current accounting period.

**Operating Budget-** A financial, programmatic and organizational plan for furthering the goals of the City Council through the departments of the City, which does not include one-time capital improvement projects.

**Performance Budget-** A budget that includes (1) performance goals and objectives (2) demand, workload, efficiency, and effectiveness measures for each government program.

**Performance Measures-** Indicators used in budgets to show, for example, (1) the amount of work accomplished, (2) the efficiency with which tasks were completed, and (3) the effectiveness of a program.

**Purchase Order-** An agreement to buy goods and services from a specific vendor, with a promise to pay on delivery.

**Reimbursements-** Payments of amounts remitted on behalf of another party, department, or fund. They are recorded as expenditures or expenses in the reimbursement fund and as reductions of the expenditure or expense in the fund that is reimbursed.

**Reserve-** An account that is used to earmark a portion of the fund balance as legally segregated for a specific use.

**Salary Savings-** The reduced expenditures for salaries that result when a position remains unfilled for part of the year or when a more senior employee is replaced by a newer employee at a lower salary.

**Unreserved Fund Balance-** Money left over from prior years that is not committed for other purposes and can be allocated in the upcoming budget.

## List of Acronyms

ADA- American Disabilities Act. The Federal Americans with Disability Act requires accessibility of public facilities for handicap persons and various accommodations for persons with disabilities.

ALS- Advanced Life Support.

AQMD- Air Quality Management District.

BLS- Basic Life Support.

CAFR- The Comprehensive Annual Financial Report is prepared in conformity with Generally Accepted Accounting Principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB).

CALTRANS- State of California Department of Transportation.

CDBG- The Community Development Block Grant program is funded by the Federal Department of Housing and Urban Development.

CEQA- California Environmental Quality Act.

CFD- Community Facilities Districts are established as funding mechanisms for capital improvements for a specific area of development.

CIP- Capital Improvements Program or Plan. The CIP identifies the infrastructure capital improvements of the City.

CNG- Compressed Natural Gas.

COPS- Community Oriented Policing Services.

DDA- Disposition Development Agreement.

DIF- Developer Impact Fee.

EIR- Environmental Impact Report.

EOC- Emergency Operations Center.

EMS- Emergency Medical Response.

ERAF- Educational Revenue Augmentation Fund is a state mandated property tax shift to schools.

FEMA- Federal Emergency Management Agency is the governing agency for emergency services nationwide.

FTE- Full Time Equivalent. The FTE is a term used to measure staffing and is 2,080 hours per year (FTE = 1.0) or for 1040 hours (FTE = 0.5).

GAAP- Generally Accepted Accounting Principles.

GASB- Governmental Accounting Standards Board.

GIS- Geographic Information System.

HAZMAT- Hazardous Materials.

HOME- Home Investment Partnership Program.

HVAC- Heating, Ventilation, and Air Conditioning system.

HUD- Housing and Urban Development.

IEUA- Inland Empire Utilities Agency.

ISTEA- Intermodal Surface Transportation Efficiency Act. ISTEA federal funds provide the City funding for various street and traffic signal projects.

LAIF- Local Agency Investment Fund.

LMI- Low-Moderate Income – Affordable Housing programs.

MOU- Memorandum of Understanding- typically a contractual agreement between the City and an employee union or association.

NPDES- National Pollutant Discharge Elimination System.

OSHA- Occupational Safety and Health Administration.

POST- Peace Officer Standards and Training Act; regulates law enforcement standards.

ROPS- Recognized Obligation Payment Schedule.

SBCTA- San Bernardino County Transportation Authority (formerly SANBAG). SBCTA is the clearinghouse for the intergovernmental agency review of capital facilities and other local government activities.

TPA- Third Party Administrator.